NORTHROP GRUMMAN

Montana Department of Public Health & Human Services

Business Process Reengineering Assessment

BPR Assessment Final Report

May 27, 2005

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1   EXECUTIVE SUMMARY

1.1   BACKGROUND

The state of Montana has new leadership with focus on finding new ways of doing business. This new leadership has a strong interest in assessing current processes and envisioning improvements not only for systems in use but for processes and organizations as well. DPHHS wants to improve how government services are managed and how processes are handled. The Department asked Northrop Grumman to conduct a Business Process Reengineering (BPR) assessment of DPHHS. For this initial BPR assessment the Northrop Grumman BPR Team is not tasked to improve the Department's processes or systems. This project focuses on an overview of the Department's processes and organizations. The Northrop Grumman BPR Team will provide the Department with a final report showing selected improvement initiatives.

After the initial BPR Assessment was completed, DPHHS asked the team to come back in and assist in prioritizing the improvement initiatives. These initiatives were grouped into two categories and presented to a cross-organizational group of DPHHS staff members. Each initiative was discussed at length and the staff members were asked to weight each issue as to its priority. At the conclusion of this exercise, Northrop Grumman was asked to submit ROM estimates and scope for the highest rated initiatives.

1.2   OBJECTIVES

To facilitate a change in the way the Department does business, this project will identify where DPHHS can best focus its improvement efforts to make immediate service improvements. This project will assist the Department in:
- Determining the mission critical processes carried out by DPHHS.
- Identifying those mission critical processes that need improvement.
- Prioritizing the processes that are in need of improvement.
- Developing a plan for assessing and improving those processes in need of improvement.

The Department has set the following two overall goals for its BPR efforts:

- To identify, document and reengineer Agency service delivery and administrative processes that are marginally functional and/or inefficient and are in need of streamlining in the interests of the citizens of the State. Such streamlining efforts may or may not involve applications of Information Technology.
- To identify the role of automated technology in enhancing Agency processes and functions with an eye toward developing a blueprint for technology application and infrastructure requirements for the next several years, technology resource requirements – expertise and funding.

Specific tasks completed by the Northrop Grumman BPR Team for this assessment are as follows:

- Review relevant documentation
- Conduct interviews with Division Administrators, Bureau Chiefs and staff.
- Develop a DPHHS Functional Decomposition Diagram
- Identify the Department's Core Processes
- Conduct Business Driver Analysis
- Identify process reengineering improvement initiatives.
- Prioritize reengineering initiatives and select the top three.
- Develop a BPR Plan for each selected improvement initiative.

Based on the information gathered and analyzed, Northrop Grumman identified several recommended improvement initiatives. As requested, the top three initiatives, called High Priority Improvement Initiatives, are scoped within this document. As an added step, the Northrop Grumman BPR team has also supplied DPHHS with additional recommendations for their consideration. These additional recommendations will assist the department in the development of its IT Strategic Plan and further reinforce the department's commitment to continual improvement and finding new ways of doing business.

The Northrop Grumman BPR Team met with all divisions of DPHHS except the Addictive & Mental Disorders Division and Child and Adult Health Resources Division. Due to the time constraints on this project and the availability of staff, DPHHS agreed to focus on those divisions at a later time.

2   DPHHS GOALS

The Northrop Grumman BPR Team held several one-on-one interviews as well as facilitated workgroup sessions with Division Administrators, Bureau Chiefs and Subject Matter Experts (SMEs) from the DPHHS Divisions. During these meetings, the BPR team focused on the processes as well as the Department's goals and issues. After these meetings were conducted, the BPR team compiled a detailed listing of the Department's Goals. The BPR Team was able to uncover a broad list of goals of the Department. The complete listing of identified DPHHS Goals follows:

- Adequate data security
- Adequately market public services
- Coordination with external agencies
- Decrease number of domestic violence cases
- Decrease percentage of placements in out-of-state facilities.
- Effective collection of child support
- Effective fiscal support
- Effective Human Resource Management
- Ensure proper provider payments
- Facilities and equipment maintenance
- Maintain software engineering best practices
- Proper IT equipment and support
- Provide quality services & care
- Quality assurance program

- Adequate systems & job training
- Coordinate departmental reporting standards
- Cost effective purchasing
- Decrease out-of-state inpatient hospital costs
- Effective & efficient staff
- Effective department-wide communication
- Effective fraud detection
- Ensure federal & state compliance
- Ensure provider compliance
- Maintain Data Accuracy
- Process claims accurately
- Provide access to critical information
- Provide quality medical & mental health services

3   DPHHS CRITICAL SUCCESS FACTORS

The mission of the DPHHS is "*Improving and Protecting the Health, Well-being and Self-Reliance of All Montanans.*" In order to make this happen, the DPHHS has crafted four broad goals. These goals are to ensure that:

- All Montana children are healthy, safe and in permanent loving homes.
- All Montanans have the tools and support to be as self-sufficient as possible.
- All Montanans are injury free, healthy and have access to quality health care.
- All Montanans can contribute to the above through community service.

During the Northrop Grumman BPR Assessment the BPR team identified the Department's Critical Success Factors. Critical Success Factors are those things that an organization must do well in order to meet its main goals. Through interviews with Division Administrators, Bureau Chiefs and SMEs the BPR Team was able to identify and document these Critical Success Factors as follows:

- Statewide commitment to offer quality services and care to Montanans.
- Focus on cross-Divisional communication and collaboration.
- Willingness to make financial support for care and service offerings a priority.
- Align IT resources with DPHHS' objectives.
- Continually improve staff productivity.
- Willingness to make staff recruitment and retention a priority.
- Find and utilize alternative methods of funding.
- Develop and improve existing programs and processes.
- Provide an internal environment conducive to change and improvement.
- Focus on successful staff development and training.
- Provide effective executive management, support and oversight.

These Critical Success Factors were used by the Northrop Grumman BPR Team to identify, document and map the Department's core processes and to prioritize the Department's issues and needs. By determining the Department's Critical Success Factors, the project team progressed smoothly from identifying the high priority processes to analyzing and identifying gaps in improvement initiatives.

Northrop Grumman's experience has shown that for a reengineering effort to be successful, a reengineering project team must take on a system-wide perspective, so that they can understand how a change in one process/sub-process affects other processes. This holistic perspective ensures that the organization is not "fixing" one process at the expense of another.

Prior to conducting any further analysis of the Department's improvement initiatives the BPR Team needed to identify the Department's core processes. This began by meeting with management and staff in each DPHHS Division to discuss their processes. After the BPR team identified the processes from the entire organization, it grouped the processes and identified the Department's core processes. These DPHHS core processes are:

- **Determine Eligibility**
- **Provide Client Services**
- **Provide Financial Support**
- **Manage Providers**
- **Support DPHHS**

Identification of the Critical Success Factors and Core Processes helped the BPR team to identify DPHHS improvement initiatives and develop recommended improvements for broken processes. These DPHHS Core Processes are further discussed and mapped in the next section of this document.

4   FUNCTIONAL DECOMPOSITION DIAGRAM

What is a Functional Decomposition Diagram?

The Functional Decomposition Diagram (FDD) is a breakdown of the functions and high level processes that support an organization's mission.   Developing an enterprise Functional Decomposition Diagram identifies current business processes (to approximately two levels of decomposition). The FDD depicts the organization's operations independent of its organizational, political, and other geographical boundaries. The purpose of the diagram is to model *what the organization does*. This analysis is an important first step in overall organizational assessment. The FDD provides the structure for all analyses that follow.

How was the Functional Decomposition Diagram Developed?

Using information gathered through formal interviews, informal interviews, analysis of previously developed process models, and information from relevant reports, the project team developed a Functional Decomposition Diagram. Each organizational unit's processes were used for input into the model, but were added without regard to ownership by a particular organizational unit. This baseline model was then revised and validated by several DPHHS subject matter experts (SMEs). With the exception of AMDD and CAHRD, as mentioned in section 1.2, every DPHHS organization had input into the DOC Functional Decomposition Diagram.

Due to the size of the FDD, it will be presented in sections. Definitions for each process will follow each graphic. A complete set of diagrams follows.

4.1 DIAGRAMS

Core Processes
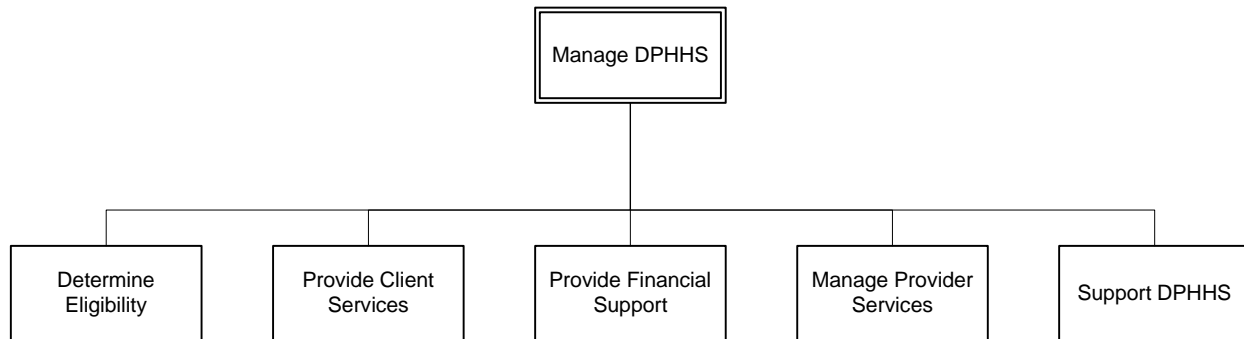
The Northrop Grumman project team identified five core level processes. The core processes are:

- Determine Eligibility
- Provide Client Services
- Provide Financial Support
- Manage Provider Services
- Support DPHHS

For DPHHS to achieve successful management of its overall processes, it will need to take on an organization-wide perspective. This will allow the DPHHS to see how a change in one process affects the other processes. Also, from looking at each process and the organizations responsible for its completeness, the DPHHS will get an accurate picture of process owners and how changes within the processes affect each organization. A breakdown of the leaf level processes follows.

Determine Eligibility

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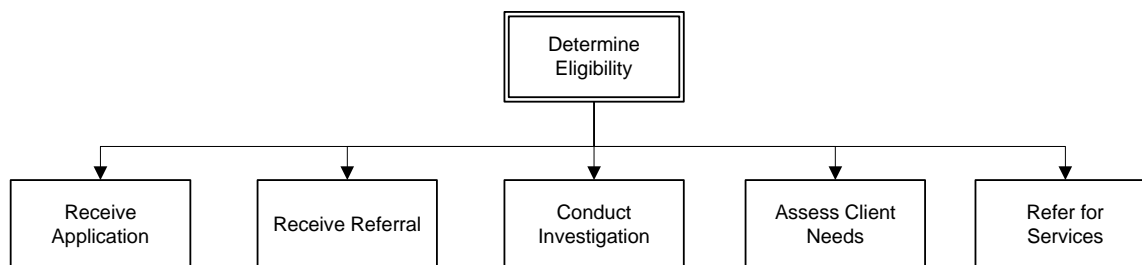
This core process contains all sub-processes that initiate a relationship between DPHHS and a client. The client can submit an application or be referred to DPHHS through other agencies. Once DPHHS has the client's basic data, an investigation is performed to gather information, make a determination of the client's needs, and refer the client to the proper agencies for services. Each of these sub processes contains several steps.

Provide Client Services
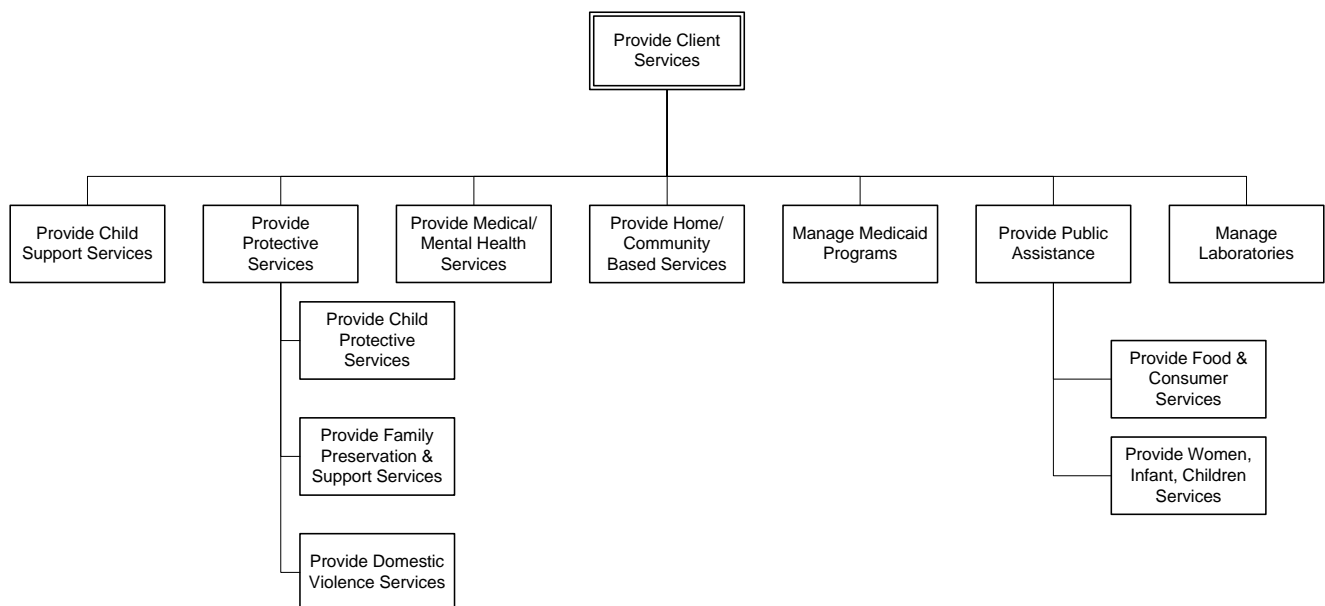
This core process includes all the activities associated with providing services to the public. These services range from collecting child support and providing homes for young children to providing nursing home services to aging Montanans. The information gathered from these processes is stored in a variety of large applications, localized homegrown systems, and paper-based case files.

Provide Financial Services

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│              │ │ Payments │ │ Payments │ │ Payments │ │Contracts,    │
│              │ │          │ │          │ │          │ │Grants & Trust│
│              │ │          │ │          │ │          │ │Funds         │
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This core process contains all sub-processes that are required to financially support the services and care provided to clients. These include managing billing, receiving payments, processing payments, disbursing payments, and managing grants, trusts, and contracts. This core process does not include any fiscal support for the Department.
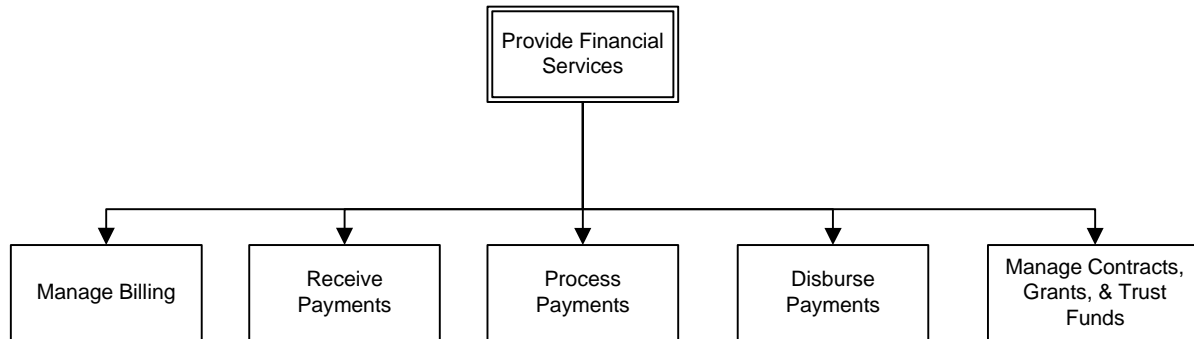
Manage Provider

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                          │ Manage Provider │
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│Manage Provider│ │Manage/Monitor│ │Provide       │ │Manage        │
│Compliance    │ │Quality & Level│ │Provider      │ │Provider      │
│              │ │of Services   │ │Guidance      │ │Licensing     │
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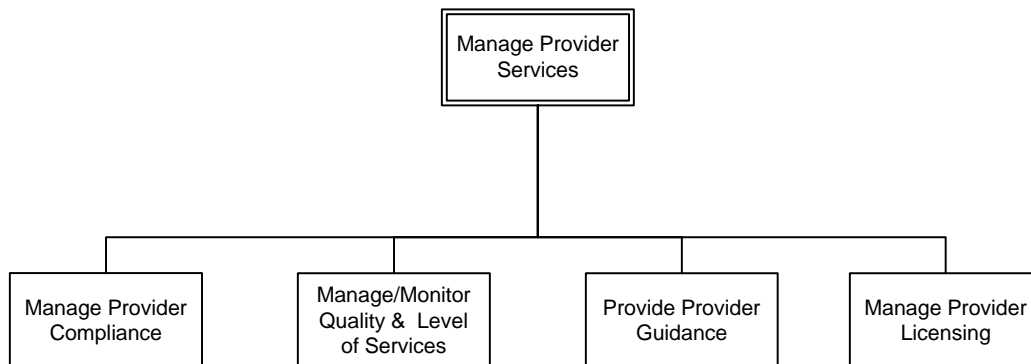
This core process contains all sub-processes related to the management and monitoring of the Department's many providers. Some of the sub-processes include management of provider compliance, monitoring quality and level of services, and providing provider guidance. This core process relates to the providers and not directly to the clients.

Support DPHHS

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        │    Manage    │ │Provide Quality│ │ Manage Legal │
        │  Operations  │ │  Assurance   │ │   Affairs    │
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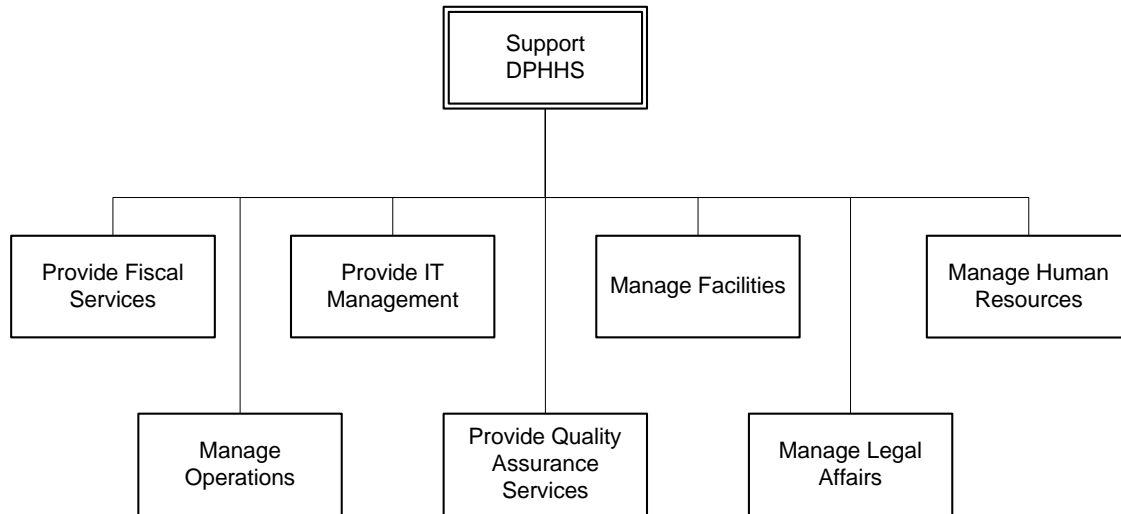
This core process contains all sub-processes related to the support of the overall Department and all DPHHS Divisions. The sub-processes include managing communications and operations; providing fiscal support and oversight; managing IT services; managing legal affairs; managing policies and procedures; etc. This core process does not relate to offering care or services directly to clients.

How is the Functional Decomposition Diagram Analyzed?

Completeness of the Functional Decomposition Diagram
To determine whether the FDD is complete, the Northrop Grumman project team held cross-organizational validation sessions with DPHHS management, staff, and subject matter experts. These validations ensured that all high and mid-level core processes were identified. During these validation sessions, DPHHS staff members offered valuable input and suggestions relating to the FDD. The Northrop Grumman BPR Team then made the necessary changes to the FDD to ensure its completeness and accuracy.

5   MISSION CRITICAL PROCESSES

After identifying and mapping the DPHHS Core Processes, the BPR Team utilized that information along with information compiled from stakeholder and staff interviews to identify the Department's Mission Critical Processes. Mission Critical Processes are those processes that must be performed correctly to meet an organization's goals and objectives. As discussed earlier in this document the Department has four broad goals. These goals are:

- All Montana children are healthy, safe and in permanent loving homes.
- All Montanans have the tools and support to be as self-sufficient as possible.
- All Montanans are injury free, healthy and have access to quality health care.
- All Montanans can contribute to the above through community service.

The Mission Critical Processes allow the Department to meet these goals. After creation of the Functional Decomposition, the BPR Team identified the following Mission Critical Processes:

- Provide Environmental Safety Services.
- Manage Client Cases Correctly and Timely.
- Provide Child Support Enforcement Services.
- Provide Protective Services.
- Provide Medical/Mental Health Services.
- Provide Financial Services.
- Provide IT Management.
- Manage Provider Compliance.

This listing of Mission Critical Processes was used by the BPR Team to envision the recommended improvement initiatives discussed within this document. Normally, an organization of this size will have several "broken" processes. However, when focusing on improvement initiatives it is ultimately important to bring that improvement focus on initiatives that will help the organization with Mission Critical Processes, as these are the things that must be done correctly for the organization to meet its goals and objectives.

6   DPHHS ISSUES & NEEDS

During stakeholder meetings and interviews the Northrop Grumman BPR Team solicited information regarding the Department's issues and needs. This information will be used to envision recommended improvement initiatives for DPHHS. The complete listing of Issues and Needs is below. The issues and needs are presented here as they were presented to the Northrop Grumman team. Northrop Grumman held two cross-organizational validations session with DPHHS. A summary of the issues and needs was presented at these sessions. An entire list of these issues and needs were provided to DPHHS staff attending the validation sessions. DPHHS is advised to validate the entire list of issues and needs with all divisions.

- 4E Eligibility reporting process doesn't meet needs
- Budget/funding always lacking
- CAPS system is not user friendly
- CAPS system lacks functionality, reporting and workflow
- Caseworkers spend more time on paperwork and systems than dealing with clients
- CFSD needs to standardize and streamline processes
- Child Support Enforcement needs to standardize and streamline processes
- Contractor's staff turnover slows system change orders
- Coordination with D of A is lacking
- Data entry done at last minute
- Department not run as a business
- Do not track all data that needs to be tracked
- DocGen needs to be refined or updated
- Don't have proper facilities - not enough room for staff
- Federal mandates add work to case workers but don't get more FTEs
- FTEs continue to go down while management FTEs goes up

- Need to complete workload analysis
- Need to create a complete client needs assessment form
- Need to cut down on paper (system prints pages not used)
- Need to decide on ownership of data
- Need to develop a formal QA Program
- Need to develop and distribute Strategic Plan
- Need to develop more web based services (information, applications, registry)
- Need to develop Project Management Standards for SW Engineering efforts
- Need to develop staff reward and recognition program
- Need to develop Standardized IT Infrastructure
- Need to develop system development standards/procedures
- Need to develop technology that follows processes
- Need to educate staff on how IT contracts work
- Need to educate staff on the Change Request process
- Need to find a good way to accept credit card payments
- Need to find better way of providing education/training (parenting, foster

and adoptive, etc.)

- HIPAA compliance adds work
- HIPPS system needs improvement
- Hiring process needs improvement

- Inaccurate data

- Inappropriate staffing numbers
- Ineffective processes

- Ineffective training

- Information not disbursed adequately to all levels of staff
- Job descriptions are not appropriate

- Lack of access to external information

- Losing knowledgeable staff

- Lost support staff (mailing, clerical, filing, paperwork, faxing, etc.)
- Need a better way to record and store audio recordings
- Need a centralized database/system
- Need a Change Management Plan
- Need a Disaster Recovery & Back-up Plan
- Need a document management solution

- Need a formal Communications Plan

- Need a formalized Knowledge Management Plan
- Need a new word processing environment (WordPerfect)
- Need a teleconference system that is easy to use (ex. Raindance)
- Need a way to keep contact information (names, interested parties, email, phone, mailing, etc.)
- Need an interface with Workers Comp.

- Need better coordination with external agencies and stakeholders
- Need BPR focus on HIPPS

- Need to find new ways of communicating with public
- Need to get away from mainframe based systems
- Need to get input from the right people before making process or procedural changes
- Need to get input from the right people before making system changes
- Need to get rid of duplicate ticklers
- Need to get away from manually tracking data
- Need to improve Speed Chart process
- Need to inform all divisions of plans for new systems
- Need to lessen the need for handwritten forms
- Need to lessen the volume of cases on child support case workers
- Need to prioritize change requests and track implementations
- Need to reduce number of emails

- Need to reduce redundancy in systems
- Need to reduce repetitive processes
- Need to reduce staff turnover
- Need to send information to staff before changes are made
- Need to share data with all Divisions
- Need to spend more time with cases and less time with paperwork
- Need to standardize Departmental forms
- Need to standardize the case assignment process
- Need to standardize web sites and locations (users can't find them)
- New systems thrown at the end users

- New Travel system and procedures cumbersome
- No formalized "Level of Service"

- No knowledge of how to start a project (make a change)

- Need BPR focus on IT Security
- Need BPR focus on the WIC program
- Need consistent fiscal management and oversight
- Need cross-organizational training

- Need Departmental resources to update and build websites
- Need Divisions to understand why other Divisions want information or what the other Divisions do
- Need electronic billing

- Need electronic statements

- Need formal Change Management training for managers
- Need formalized Training Plan (systems and job training)
- Need formalized, updated and accessible Policies & Procedures
- Need imaging solution

- Need less redundant and non-value added processes

- Need more ad-hoc reporting capabilities in major systems
- Need more up-to-date, effective Information Systems
- Need new Accounts Receivable System
- Need screen and searchable "help" on systems
- Need solution for storage of paper files

- Need the ability to accept electronic information
- Need the ability to Process all types of electronic payments
- Need the ability to receive bills electronically
- Need to better manager provider overpayments
- Need to better market the Department's services and information
- Need to combine community services

- No tracking of customer satisfaction
- Not enough client support
- PDF files are read-only
- SCAN system needs BPR assessment to decide what to do (redesign system, new system, Foundation's system)
- SEARCHS is not user friendly

- SEARCHS money is very cumbersome

- SEARCHS system lacks functionality, reporting and workflow

- Staff and management needs Team Building training
- Staff need training on electronic filing
- Staff needs Change Management training
- System interfaces are lacking

- Systems are not user friendly (mainframe, too many screens, no workflow, navigation, etc.)
- Takes a long time to get changes made in system (added functionality, new reports, etc.)
- TEAMS is not user friendly

- TEAMS system lack functionality, reporting and workflow
- Too many antiquated systems
- Too many committees - Advisory Councils
- Too many homegrown systems and spreadsheets in use
- Too many manual reports being created
- Too much management not enough staff
- WIC's automated system is ineffective
- Work-arounds are everywhere

- Would like some type of online survey software to get input
- Would like to explore further uses of Virtual Pavilion

Table VI-1. DPHHS Issues and Needs

During subsequent meetings with DPHHS personnel, the following additional issues were identified:

▪ All divisions need to budget for IT instead of OTD budgeting for them	▪ Need better interface between charge county and Division Management
▪ Assess Voluntary Payment Process	▪ Need BPR assessment of 'Buy-In' Process
▪ Attending seminars and conferences as incentives	▪ Need database of personnel skills
▪ Availability of resources for projects	▪ Need Improved Exiting Employee Notification Process (for removing system access, etc.)
▪ Double provider invoicing between CAPS & CCUBS	▪ Need Improved PC Inventory Process
▪ Duplicate efforts in Helpdesk systems	▪ Need increased band width to accommodate new systems
▪ EMR system doesn't meet their needs	▪ Need interface with Dept. of Labor for employment records
▪ Improved forms management	▪ Need interfaces with Railroad, Labor, Vital Statistics, etc.
▪ Improved standards for system documentation	▪ Need more servers
▪ Increase coordination with other state agencies to identify eligibility	▪ Need one central system to share information
▪ Increase coordination between security groups	▪ Need some type of electronic file management system
▪ Increase number of telephone coordinators (one for each div.)	▪ Need stricter rules about sharing passwords
▪ Inefficient fleet management process	▪ Need telecommuting standards
▪ Inefficient property lease management process	▪ Need to Automate Vital Statistics Data
▪ Laboratory system does not work very well	▪ Need to improve public image of DPHHS
▪ Managed care process and system are both cumbersome	▪ Need training for consistent project management
▪ Manual performance appraisal process	▪ Need Web Development Standards (tools, design, etc.)
▪ Misuse of State Equipment	▪ Outdated equipment for EBT
▪ Need a plan for fraud and compliance for systems	▪ Promote from within
▪ Need ability to measure and track critical success factors	▪ TPL Process needs improvement
▪ Need automated solution for Lean and Estate Recovery Process	

Table VI - 1 *Additional Issues raised during subsequent meetings.*

7 BUSINESS DRIVER ANALYSIS

To assist in the identification and definition of critical DPHHS initiatives, the BPR Team uses a Business Driver Analysis tool portrayed in the tables within this section. Northrop Grumman identifies, documents, and then categorizes the information gathered through Department interviews. After compiling the functional decomposition (section 4) to visualize the Department's high and mid-level processes, the BPR Team identified the Critical Success Factors (section 3), Mission Critical Process (section 5) and listing of issues and needs (section 6). The BPR Team then looked at the improvement initiatives that DPHHS is planning, is currently working on, or has recently completed (section 7.1). In the Business Driver Analysis these DPHHS improvement initiatives were analyzed against the Goals and Critical Success Factors, and the Issues and Needs. After this process, the BPR Team looked for gaps in the DPHHS initiatives. These gaps have the following characteristics:

1. Areas in need of improvement, and
2. Areas where DPHHS is not already conducting improvement initiatives, and
3. Areas that will be of great impact to DPHHS.

The team used this information to develop potential improvement initiatives that will help deal with the Department's specified issues and needs as well as its goals. All improvement initiatives, both DPHHS' and Northrop Grumman's, were grouped into four categories:
- Technical
- Business
- Organization/Culture
- Process

With the initiatives broken down in this way, it allows the Department to look at how the DPHHS improvement initiatives impact the issues and goals of the organization with regards to technical, business, process, and organizational improvements.

7.1 CURRENT DPHHS IMPROVEMENT INITIATIVES

The DPHHS has several improvement initiatives that were considered in the Business Driver Analysis. The improvement initiatives identified along with a brief description follows:

- Assess Provider Invoicing
  - DPHHS staff is in the process of assessing the Provider Invoicing process to identify areas in need of improvement and develop improvements that will greatly improve this process.
- Assess CAPS reporting
  - The Children and Family Services Division is currently looking at the vast amount of reporting available within the CAPS system. The group is looking to reduce the reports to only those reports that are actually needed and used by staff. This group may also recommend the creation of new reports to better meet the need of the staff.
- Upgrading DocGen in the CAPS System
  - DPHHS with assistance from Northrop Grumman had upgraded the DocGen system in CAPS. This new version is being implemented in other new and legacy systems.
- Attain new AR system
  - DPHHS is in the process of attaining a new Accounts Receivable application. This group has identified requirements for this system and is currently researching AR systems in use elsewhere to find the application that is right for DPHHS.
- Developed CCUBS System
  - DPHHS created the CCUBS system (Child Care Under the Big Sky) to help the Children and Family Services Division manage data regarding Child Care services and providers.
- Develop CHIMES Integrated System
  - DPHHS is creating **C**ombined **H**ealthcare **I**nformation and **M**ontana **E**ligibility **S**ystem (CHIMES) to manage data relating to Medicaid Health Eligibility. This system will process application, determine eligibility, and issue benefits for the Medicaid, Qualified Medicare Beneficiaries (QMB), Special Low Income Medicare Beneficiaries (SLMB), and Qualifying Individuals (QI1) programs. This system is thought to be a first step at reaching the Department's vision of having one true integrated system.
- Develop HITS system
  - OTD has recently begun creating the HITS system for the Quality Assurance Division as a short-term solution for managing data related to providing Fair Hearings. The Department had an antiquated R-Base system until recently. This HITS system was created in Oracle by OTD and will be a replacement for the older R-Base system. OTD plans to have this system implemented in January 2005.
- Develop short term solution for HIPPS
  - DPHHS has recently asked Northrop Grumman to take a detailed look at the HIPPS system, which manages Third Party Liability

data for the Quality Assurance Division. HIPPS is 7-8 years old and is an Oracle system. The QA Division wants Northrop Grumman to assist in deciding whether this system should be updated or totally replaced by a newer system. The QA Division is also looking at creating an Access Database as a short-term solution to tracking the "Buy In" data. DPHHS has stated that Wyoming has a good integrated Third Party Liability system that is worth looking into.

- Prioritizing change requests
  - Several Divisions within DPHHS are working on prioritizing change requests. Groups consisting of central office staff look at change requests for several of the larger systems (SEARCHS, CAPS, TEAMS). These groups are working to prioritize and scope the change requests so that the changes can be made timely.
- Replace purchasing and travel system
  - DPHHS has recently replaced the Purchasing and Travel system. However, many staff members the BPR Team spoke with stated that this new system is cumbersome and not user friendly.
- Sub-case process conversion in SEARCHS
  - Northrop Grumman is in the process of making changes to the SEARCHS system. The system does not have the functionality to allow users to close out sub-cases relating to Child Support cases. Northrop Grumman is working with DPHHS users from the Child Support Enforcement Division to make these necessary changes. These changes are expected to help the caseworkers process cases in a timely manner.
- Title IV-E Eligibility BPR Project
  - DPHHS has recently contracted Northrop Grumman to conduct a BPR project on the Title IV-E Eligibility process. Currently this process does not meet the Department's needs. The Department loses thousands of dollars annually because it cannot accurately provide the proper eligibility reporting to the Federal Government. The BPR project is tasked at looking at this entire process and implementing improvements.
- Updated Contracting System
  - The Public Health and Safety Division has recently made changes to its contracting system. The contracting system was updated, contracts were catalogued and stored by due date to see if this would enable the staff members to better manage contract information. This update was recently implemented and there is not determination yet as to whether the changes implemented are effective.
- VIPRS, Child Support Payment Receipting Function BPR Project

- The Child Support Division has a BPR Project ongoing that relates to the receipting function of child support payments. DPHHS is working with Northrop Grumman to purchase the hardware and software necessary to do imaging and remittance processing.

7.2   IMPACT OF DPHHS IMPROVEMENT INITIATIVES

The DPHHS improvement initiatives were analyzed against the Department's goals and critical success factors. The table below illustrates the impact of the DPHHS improvement initiatives on the department's goals and success factors. For example, the Title IV-E Eligibility BPR Project may have some impact on several goals and critical success factors including adequate systems and job training, coordinate departmental reporting standards, effective and efficient staff, ensure federal and state compliance, maintain data accuracy, maintain software engineering best practices, etc. The table can also be read in another way. For example the critical success factor "Willingness to make staff recruitment and retention a priority" is not affected by any of the DPHHS improvement initiatives. This analysis allows the BPR Team to find gaps between the goals and critical success factors and the DPHHS improvement initiatives.

Additional tables from the Business Driver Analysis are located in Appendix A.

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DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1 / DPHHS GOALS (from section 2)	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
	Business	Technology									Process		
Adequate data security		✔	✔	✔	✔	✔	✔	✔	✔	✔			
Adequate systems & job training		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Adequately market public services													
Coordinate departmental reporting standards		✔		✔	✔	✔						✔	✔
Coordination with external agencies													
Cost effective purchasing													
Decrease number of domestic violence cases													
Decrease out-of-state inpatient hospital costs													
Decrease percentage of placements in out-of-state facilities.													
Effective & efficient staff	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Effective collection of child support	✔								✔				
Effective department-wide communication					✔								
Effective fiscal support													
Effective fraud detection		✔									✔		
Effective Human Resource Management								✔					
Ensure federal & state compliance	✔	✔	✔	✔	✔	✔				✔	✔	✔	
Ensure proper provider payments	✔	✔		✔			✔			✔			
Ensure provider compliance											✔		
Facilities and equipment maintenance													
Maintain Data Accuracy	✔		✔	✔	✔	✔	✔		✔	✔		✔	✔
Maintain software engineering best practices	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔
Process claims accurately	✔			✔	✔		✔	✔					✔

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1 — DPHHS GOALS (from section 2)	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
	Business	Technology									Process		
Proper IT equipment and support													
Provide access to critical information	✔	✔		✔	✔	✔	✔			✔			
Provide quality services & care	✔			✔	✔	✔	✔			✔		✔	
Provide quality medical & mental health services	✔												
Quality assurance program		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
DPHHS Critical Success Factors (from section 3)													
Statewide commitment to offer quality services and care to Montanans.				✔	✔	✔	✔		✔	✔	✔	✔	✔
Focus on cross-Divisional communication and collaboration.					✔								
Willingness to make financial support for care and service offerings a priority.					✔								
Align IT resources with DPHHS' objectives.	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔
Continually improve staff productivity.	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔
Willingness to make staff recruitment and retention a priority.													
Find and utilize alternative methods of funding.												✔	
Develop and improve existing programs and processes.	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Provide an internal environment conducive to change and improvement.	✔												
Focus on successful staff development and training.													

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1 DPHHS GOALS (from section 2)	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
	Business	**Technology**									**Process**		
Provide effective executive management, support and oversight.													

Table VII-1. *Impact of DPHHS Improvement Initiatives on DPHHS Goals and Critical Success Factors*

Impact of DPHHS Improvement Initiatives on Issues/Needs

After looking at the impact of DPHHS improvement initiatives on the goals and critical success factors, the BPR Team looked at these same initiatives against the Department's issues and needs. As in the table above, the initiatives do not impact all issues and needs. The gaps can be seen in the table below. After reviewing this information, the BPR Team is able to identify gaps in improvement initiatives and use that information to envision recommended improvement initiatives that will help the Department deal with issues and needs as well as meet its goals.

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
Issues/Needs (from section 6)													
4E Eligibility reporting process doesn't meet needs		✔										✔	
Budget/funding always lacking													
CAPS system is not user friendly		✔											
CAPS system lacks functionality, reporting and workflow		✔											
Caseworkers spend more time on paperwork and systems than dealing with clients	✔	✔							✔			✔	
CFS needs to standardize and streamline processes													
Child Support Enforcement needs to standardize and streamline processes													
Contractor's staff turnover slows system change orders													
Coordination with D of A is lacking													
Data entry done at last minute					✔				✔				
Department not run as a business													
Do not track all data that needs to be tracked	✔	✔	✔	✔	✔	✔	✔					✔	
DocGen needs to be refined or updated		✔											

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
Don't have proper facilities - not enough room for staff													
Federal mandates add work to case workers but don't get more FTEs		✔		✔	✔	✔	✔		✔				
FTEs continue to go down while management FTEs goes up													
HIPAA compliance adds work													
HIPPS system needs improvement							✔						
Hiring process needs improvement													
Inaccurate data	✔		✔	✔	✔	✔	✔		✔		✔	✔	
Inappropriate staffing numbers													
Ineffective processes	✔			✔	✔	✔			✔				
Ineffective training													
Information not disbursed adequately to all levels of staff													
Job descriptions are not appropriate													
Lack of access to external information													
Losing knowledgeable staff													
Lost support staff (mailing, clerical, filing, paperwork, faxing, etc.)													
Need a better way to record and store audio recordings													
Need a centralized database/system					✔								
Need a Change Management Plan													
Need a Disaster Recovery & Back-up Plan													
Need a document management solution													
Need a formal Communications Plan													
Need a formalized Knowledge Management Plan													
Need a new word processing environment (WordPerfect)													

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
Need a teleconference system that is easy to use (ex. Raindance)													
Need a way to keep contact information (names, interested parties, email, phone, mailing, etc.)													
Need an interface with Workers Comp.													
Need better coordination with external agencies and stakeholders													
Need BPR focus on HIPPS							✔						
Need BPR focus on IT Security													
Need BPR focus on the WIC program													
Need consistent fiscal management and oversight													
Need cross-organizational training													
Need Departmental resources to update and build websites													
Need Divisions to understand why other Divisions want information or what the other Divisions do													
Need electronic billing													
Need electronic statements													
Need formal Change Management training for managers													
Need formalized Training Plan (systems and job training)													
Need formalized, updated and accessible Policies & Procedures													
Need imaging solution													
Need less redundant and non-value added processes					✔								
Need more ad-hoc reporting capabilities in major systems		✔											
Need more up-to-date, effective Information Systems													

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
Need new Accounts Receivable System			✔										
Need screen and searchable "help" on systems													
Need solution for storage of paper files													
Need the ability to accept electronic information			✔										
Need the ability to Process all types of electronic payments													
Need the ability to receive bills electronically													
Need to better manager provider overpayments											✔		
Need to better market the Department's services and information													
Need to combine community services													
Need to complete workload analysis													
Need to create a complete client needs assessment form													
Need to cut down on paper (system prints pages not used)		✔											
Need to decide on ownership of data													
Need to develop a formal QA Program													
Need to develop and distribute Strategic Plan													
Need to develop more web based services (information, applications, registry)													
Need to develop Project Management Standards for SW Engineering efforts													
Need to develop staff reward and recognition program													

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
Need to develop Standardized IT Infrastructure													
Need to develop system development standards/procedures													
Need to develop technology that follows processes			✔		✔								
Need to educate staff on how IT contracts work													
Need to educate staff on the Change Request process													
Need to find a good way to accept credit card payments			✔										
Need to find better way of providing education/training (parenting, foster and adoptive, etc.)													
Need to find new ways of communicating with public													
Need to get away from mainframe based systems			✔		✔								
Need to get input from the right people before making process or procedural changes													
Need to get input from the right people before making system changes	✔												
Need to get rid of duplicate ticklers													
Need to get away from manually tracking data					✔		✔					✔	
Need to improve Speed Chart process													
Need to inform all divisions of plans for new systems													
Need to lessen the need for handwritten forms					✔								
Need to lessen the volume of cases on child support case workers													
Need to prioritize change requests and track implementations	✔												
Need to reduce number of emails													

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
Need to reduce redundancy in systems			✔		✔								
Need to reduce repetitive processes					✔								
Need to reduce staff turnover													
Need to send information to staff before changes are made													
Need to share data with all Divisions													
Need to spend more time with cases and less time with paperwork													
Need to standardize Departmental forms													
Need to standardize the case assignment process													
Need to standardize web sites and locations (users can't find them)													
New systems thrown at the end users													
New Travel system and procedures cumbersome								✔					
No formalized "Level of Service"													
No knowledge of how to start a project (make a change)													
No tracking of customer satisfaction													
Not enough client support													
PDF files are read-only													
SCAN system needs BPR assessment to decide what to do (redesign system, new system, Foundation's system)													
SEARCHS is not user friendly													
SEARCHS money is very cumbersome													
SEARCHS system lacks functionality, reporting and workflow									✔				
Staff and management needs Team Building training													

DPHHS INITIATIVES (PLANNED/UNDERWAY) from section 7.1	Prioritizing change requests	Assessment of CAPS reporting	Attain new AR system	Develop CCUBS System	Develop CHIMES Integrated System	Develop HITS system	Develop short term solution for HIPPS	Replace purchasing and travel system	Sub-case process conversion in SEARCHS	Updated Contracting System	Assess Provider Invoicing	Title IV-E Eligibility BPR Project	VIPRS, Child Support Payment Receipting Function BPR Project
Staff need training on electronic filing													
Staff needs Change Management training													
System interfaces are lacking													
Systems are not user friendly (mainframe, too many screens, no workflow, navigation, etc.)				✔	✔								
Takes a long time to get changes made in system (added functionality, new reports, etc.)	✔												
TEAMS is not user friendly													
TEAMS system lack functionality, reporting and workflow													
Too many antiquated systems				✔	✔								
Too many committees - Advisory Councils													
Too many homegrown systems and spreadsheets in use			✔	✔	✔								
Too many manual reports being created		✔										✔	
Too much management not enough staff													
WIC's automated system is ineffective													
Work-arounds are everywhere				✔	✔					✔		✔	
Would like some type of online survey software to get input													
Would like to explore further uses of Virtual Pavilion													

Table VII-2. *Impact of DPHHS Improvement Initiatives on DPHHS Issues and Needs*

8   REENGINEERING PROJECT PLANS

8.1   OVERVIEW

This section presents an implementation plan for the improvements initiatives the Northrop Grumman BPR Team is recommending. As requested, Northrop Grumman provides scoping information for the top twenty-three selected improvement initiatives.

These improvement initiatives were developed by analyzing the department's core processes, critical success factors, and goals and issues. The BPR Team then identified gaps between the DPHHS initiatives and the department's issues and goals. The BPR Team used the Business Driver Analysis and brain storming sessions to develop recommendations for future BPR efforts.

These recommended improvement initiative will assist the department in the development of its IT Strategic Plan and further enforce the department's commitment to continual improvement and finding new ways of doing business.

For each of the top twenty-three Improvement Initiative, Northrop Grumman has provided the purpose, description, assumptions, considerations, tasks, and estimated time and resources (including totals) for completion. The Northrop Grumman BPR Team has also included additional improvement initiatives for the department's consideration.   These improvement initiatives are not scoped within this document however they should be fully considered by the department for future improvement efforts.

8.2   RECOMMENDED IMPROVEMENT INITIATIVES

Through the analysis, the Northrop Grumman BPR team has identified the following improvement initiatives for consideration by DPHHS. Some of these improvement initiatives were brought to light from meetings with DPHHS staff and others came from analyzing the issues and needs. Table VIII-1 lists the recommended improvement initiatives in alphabetical order.

Assess EMR System Needs	Develop IT Strategic Plan
Assess Speed Chart Process	Develop Knowledge Management Plan
Assess Stand Alone Systems	Develop Project Management

	Standards
Automate Medical Enrollment Process	Develop Quality Assurance Plan
Complete Needs Assessment for Adobe	Develop Training Plan
Conduct a High Performing Organization Assessment	Enforcement of Misuse of Government Property
Conduct Assessment for Web Survey Application	Establish Change Request Standards
Conduct Assessment of CCUBS Notice Process	Establish IT Standards
Conduct Assessment of DocGen	Establish Measurement Criteria
Conduct Assessment of Fleet Management Processes	Establish Requirements Gathering Standards
Conduct BPR of Child Support Modifications Process	Establish User Groups for Key Legacy Systems
Conduct BPR of Lean & Estate Recovery Process	Establish Web Development Standards
Conduct BPR Project for the BuyIn Process	Implement Alternative Payment Types
Conduct BPR Project for the Child Protective Service Process	Implement Document Management System
Conduct BPR Project of the Hiring Process	Implement PC Inventory System
Conduct Child Support Enforcement BPR Project	Interface with HR
Conduct Focused BPR Assessment of WIC Process	Investigate Additional Uses of Virtual Pavilion
Conduct Overall DPHHS Systems Architecture Assessment	Investigate Automating Vital Statistics
Conduct TPL Process Improvement Project	Investigate Performance Appraisal System
Create Telecommuting Standards	Investigate System Interfacing Needs
Develop an Integrated Health and Human Services Application	Purchase/Implement Teleconference Solution
Develop Change Management Plan	Purchase/Implement Videoconference solution
Develop Communication Plan	Update and Distribute Policies and Procedures
Develop Disaster, Back-up & Recovery Plan	

Table VIII-1. DPHHS Recommended Improvement Initiatives Listing

8.3   PRIORITIZING THE RECOMMENDATIONS

To identify the next steps for DPHHS, the Northrop Grumman BPR team met with a small group to place some prioritization on the initiatives to help the entire group get some perspective on what was needed next. This group split the initiatives into two groups. Group one consisted of initiatives deemed high priority and needed attention

as soon as possible. Group two included initiatives that could wait until a future date for implementation. These groups are shown in the table below. The BPR team utilized information from the Business Driver Analysis, identified gaps in improvement analysis, and information provided by executive management relating to the priority of areas needing BPR focus to determine the priority of the recommendations. The recommended improvement initiatives are grouped into two separate categories as follows.

Group	List Order	Initiative Name
1	1	Assess EMR System Needs
1	2	Assess Speed Chart Process
1	3	Assess Stand Alone Systems
1	4	Conduct Assessment of CCUBS Notice Process
1	5	Conduct Assessment of Fleet Management Processes
1	6	Conduct BPR of Child Support Modifications Process
1	7	Conduct BPR Project of the Buy-In and TPL Processes
1	8	Conduct BPR Project for the CPS Payment Process
1	9	Conduct Focused BPR Assessment of the WIC Process
1	10	Develop an Integrated Health and Human Services Application
1	11	Develop Change Management Plan
1	12	Develop Communication Plan
1	13	Develop Disaster, Back-up & Recovery Plan
1	14	Develop KM Plan
1	15	Develop IV&V Plan
1	16	Develop Department-wide Training Plan
1	17	Establish Measurement Criteria
1	18	Establish Web Development Standards
1	19	Implement Document Management System
1	20	Investigate Additional Uses of VP
1	21	Investigate Automating Vital Statistics
1	22	Conduct BPR Assessment of the MHSP Process
2	1	Complete Needs Assessment of Adobe
2	2	Conduct a HPO Analysis
2	3	Conduct Assessment for Web Survey Application
2	4	Conduct BPR of Lien & Estate Recovery Process
2	5	Conduct BPR of the Hiring Process
2	6	Conduct BPR of Enforcing Child Support Payments
2	7	Conduct Overall DPHHS Systems Architecture Assessment
2	8	Create Telecommuting Standards
2	9	Develop IT Strategic Plan
2	10	Develop PM Standards
2	11	Enforcement of Misuse of Government Property

Group	List Order	Initiative Name
2	12	Establish Change Request Standards &Establish User Groups
2	13	Establish IT Standards
2	14	Establish Requirements Gathering Standards
2	15	Implement Alternative Payment Types
2	16	Implement PC Inventory System
2	17	Interface with HR
2	18	Investigate System Interfacing Needs
2	19	Purchase/Implement Teleconference Solution
2	20	Purchase/Implement Videoconference Solution
2	21	Update and Distribute Policies and Procedures

Figure 8-1 *First Step in Prioritizing Improvement Initiatives*

Northrop Grumman then conducted a meeting with representatives of all divisions to solicit input from agency staff attendees for prioritizing these Mission Critical Processes Improvement Initiatives. This meeting began with an explanation of the list and how the initiatives were split into the two groups. Then the attendees were asked to read through the list and put a weight against each initiative. The weights were from 1 to 10 with 10 being the highest priority.

After the initial weights were assigned, each initiative was discussed to ensure understanding. Anyone with knowledge of the initiative, or that would be affected by the initiative, was given a chance to speak in support of, or opposition, of the initiative. Through this process some initiatives were eliminated or given a very low weight and others were combined. The attendees were asked to re-score each initiative as the discussions proceeded. The result of this prioritization meeting is a list of the top 23 initiatives in priority order that can be seen in the following table.

List #	List Order	Initiative
1	8	Conduct BPR Project for the CPS Payment Process
1	7	Conduct BPR Project of the Buy-In and TPL Processes
1	9	Conduct Focused BPR Assessment of the WIC Process
1	10	Develop an Integrated Health and Human Services Application
1	13	Develop Disaster, Back-up & Recovery Plan
1	19	Implement Document Management System
1	1	Assess EMR System Needs
1	21	Investigate Automating Vital Statistics
1	16	Develop Department-wide Training Plan
1	3	Assess Stand Alone Systems

List #	List Order	Initiative
1	18	Establish Web Development Standards
1	14	Develop KM Plan
1	4	Conduct Assessment of CCUBS Notice Process
1	20	Investigate Additional Uses of VP
1	22	Conduct BPR Assessment of the MHSP Process
1	15	Develop IV&V Plan
1	11	Develop Change Management Plan
1	12	Develop Communication Plan
1	17	Establish Measurement Criteria
2	7	Conduct Overall DPHHS Systems Architecture Assessment
2	15	Implement Alternative Payment Types
1	5	Conduct Assessment of Fleet Management Processes
2	8	Create Telecommuting Standards

Figure 8-2 *Top 23 Priority Improvement Initiatives*

These initiatives were then broken into the following categories:

1. Automation – These initiatives are strictly used for initiatives that must have new/updated technology or automation. For example, these initiatives may include purchasing or creating new/updated software, hardware, or consolidating functions of current systems, etc.

2. Streamlining – These initiatives are those that can be done without new/updated technology or automation. These may include initiatives that are organizational issues or that can be improved by making changes to the current processes in a way that does not mean purchasing or creating new technology. An example may be forms standardization, removing non-value-added steps from a current process, creation of a Knowledge Management Plan, etc.

Some improvement initiatives would fall into a combination of both categories requiring the process to be streamlined to eliminate unnecessary steps, and then automated based on the new streamlined process rather than automating a poor process. All of these improvement initiatives were also given a level of effort based on the complexity of the process that was to be improved. The Northrop Grumman BPR Team also identified the initiatives that represented possible quick wins for the department. The following table represents the final look at this list of initiatives.

List #	List Order	Initiative	Automation/ Streamlining	Quick Win	Level of Effort

List #	List Order	Initiative	Automation/ Streamlining	Quick Win	Level of Effort
1	8	Conduct BPR Project for the CPS Payment Process	Streamlining		High
1	7	Conduct BPR Project of the Buy-In and TPL Processes	Streamlining		Mid
1	9	Conduct Focused BPR Assessment of the WIC Process	Streamlining		Mid
1	10	Develop an Integrated Health and Human Services Application	Automation		High
1	13	Develop Disaster, Back-up & Recovery Plan	Streamlining		Mid
1	19	Implement Document Management System	Automation		High
1	1	Assess EMR System Needs	Automation		Mid
1	21	Investigate Automating Vital Statistics	Automation		Mid
1	16	Develop Department-wide Training Plan	Streamlining	Quick Win	Mid
1	3	Assess Stand Alone Systems	Automation/ Streamlining	Quick Win	Mid
1	18	Establish Web Development Standards	Streamlining	Quick Win	Low
1	14	Develop KM Plan	Streamlining	Quick Win	Low
1	4	Conduct Assessment of CCUBS Notice Process	Automation/ Streamlining	Quick Win	Low
1	20	Investigate Additional Uses of VP	Automation	Quick Win	Mid
1	22	Conduct BPR Assessment of the MHSP Process	Streamlining		Mid
1	15	Develop IV&V Plan	Streamlining	Quick Win	Low
1	11	Develop Change Management Plan	Streamlining	Quick Win	Low
1	12	Develop Communication Plan	Streamlining	Quick Win	Low
1	17	Establish Measurement Criteria	Streamlining		Mid
2	7	Conduct Overall DPHHS Systems Architecture Assessment	Streamlining		Mid
2	15	Implement Alternative Payment Types	Automation		Mid
1	5	Conduct Assessment of Fleet Management Processes	Automation/ Streamlining		Mid
2	8	Create Telecommuting Standards	Streamlining	Quick Win	Low

Figure 8-3 *Prioritized Initiatives Identified as Requiring Automation or Streamlining*

To assist DPHHS in achieving its goal to increase efficiency within the department, the Northrop Grumman BPR Team next began the process of creating a plan of action. The first step in the plan is to develop a "Roadmap" that can be utilized by DPHHS to secure buy-in and funding for necessary improvement initiatives. This Roadmap will identify the order in which improvement initiatives must be complete. Some initiatives are considered 'Stand-Alone' initiatives, meaning they do not rely on any other action in order to be completed, nor do other initiatives rely on or affect them. Some initiatives require information or actions from another initiative or they supply information or actions to another initiative. These initiatives must be done in the right

sequence to achieve success. The following diagram illustrates the order the above improvement initiatives should be implemented:

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8.3.1 Conduct BPR Project for the CPS Payment Process

8.3.19 Establish Measurement Criteria

8.3.7 Assess EMR System Needs

8.3.13 Conduct Assessment of CCUBS Notice Process

8.3.2 Conduct BPR Project of the Buy-In and TPL Processes

8.3.22 Conduct Assessment of Fleet Management Processes

8.3.12 Develop KM Plan

8.3.15 Conduct BPR Assessment of the MHSP Process

8.3.3 Conduct Focused BPR Assessment of the WIC Process

8.3.18 Develop Communication Plan

8.3.9 Develop Department-wide Training Plan

8.3.17 Develop Change Management Plan

8.3.8 Investigate Automating Vital Statistics

8.3.20 Conduct Overall DPHHS Systems Architecture Assessment

8.3.4 Define & Implement an Integrated Health & Human Services Application

8.3.5 Develop Disaster, Back-up & Recovery Plan

8.3.23 Create Telecommuting Standards

I8.3.6 Implement Document Management System

8.3.21 Implement Alternative Payment Types

8.3.10 Assess Stand Alone Systems

8.3.16 Develop IV&V Plan

8.3.11 Establish Web Development Standards

8.3.14 Investigate Additional Uses of Virtual Pavilion

The Northrop Grumman BPR team has put together Implementation Modules to assist DPHHS in determining a rough order of magnitude for each Improvement Initiative. Some of the Improvement Initiatives can be performed by DPHHS with little or no assistance from a contractor. These Initiatives are noted throughout the document and in the following table where the Contractor Resource Estimates and the Contractor Cost fields are left blank. DPHHS may want to request assistance from a specialized consultant for some of these initiatives. Implementation Modules for which DPHHS may want consultant assistance is noted in the Considerations paragraph.

The following table provides an overview of the estimated hours and costs of the top-priority improvement initiatives:

Initiative Number & Name	Total Duration (days)	DPHHS Resource Estimates (Person-days)	Contractor Resource Estimates (Person-days)
1. Conduct BPR Assessment of CPS Payment Process	60		170
2. Conduct BPR Assessment of the Buy-In/TPL Process	60		170
3. Conduct BPR Assessment of the WIC Process	65		185
4. Define and Implement Integrated Health and Human Services System	45	156	
5. Develop Disaster, Back-up & Recovery Plan	60	198	
6. Implement Document Management System	20	80	
7. Assess EMR System Needs	28		28
8. Investigate Automating Vital Statistics	25		50
9. Develop Department-wide Training Plan	73		143
10. Assess Stand Alone Systems	21		40
11. Establish Web Development Standards	22	92	
12. Develop Knowledge Management Plan	33		63
13. Conduct BPR of CCUBS Notice Process	38	152	
14. Investigate Additional Uses of VP	55		27
15. Conduct BPR Assessment of the MHSP Process	38		135
16. Develop IV&V Plan	43	212	
17. Develop a Change Mgmt Plan	50		40
18. Develop a Communication Plan	40		40
19. Establish Measurement Criteria	33		33
20. Conduct Overall DPHHS Systems Architecture Assessment	58	232	

Initiative Number & Name	Total Duration (days)	DPHHS Resource Estimates (Person-days)	Contractor Resource Estimates (Person-days)
21. Implement Alternative Payment Types	53	161	
22. Conduct Assessment of Fleet Management Processes	33		96
23. Create Telecommuting Standards	53	161	

Table VI 2 *Improvement Initiatives Contractor Associated Costs and Duration*

In the Improvement Initiatives where contractor assistance is required the estimate person-days and contractor cost are located within the table above as well as the tables within each project description and task table. These initiatives are also noted in blue in table at the end of this section. Within these Initiatives, NGC has not outlined the number of hours for DPHHS staff by task item. It should be assumed that DPHHS staff members will be a part of every project that is contractor led or facilitated and that DPHHS will make available the necessary staff and SMEs for each project.

Assumptions

- DPHHS Management understands the need to "plan for" IT introductions and implementations.
- DPHHS Management will provide necessary subject matter expertise where appropriate.
- DPHHS Management will identify a DPHHS Project Manager for the effort. This person will provide guidance and direction as necessary. This person will also help remove any barriers to completion.
- DPHHS will contract with a contractor who can provide a Project Manager and two staff members who have specialized expertise in Business Process Reengineering.

8.3.1 CONDUCT BPR ASSESSMENT CPS PAYMENT PROCESS

Purpose

The Child Protective Services Division manages Provider payments. This process of managing the payments includes manual tasks, double-entry and non-value added steps. A CPIS Improvement Project is currently being planned within the Division. Before this can begin, the Payment Process needs to be assessed, documented, improved and stabilized.

Description

A project team will conduct a complete analysis of the Payment Process. This analysis will address:

- Overpayments and underpayments
- Payment authorizations
- Provider invoicing
- CAPS payment processes (warrants), summary of edits in warrants and what they do
- Duplicate payments between CAPS, CCUBS, and Medicaid
- Provider payment time-lines
- Online invoicing
- Fund codes
- Reporting for mass adjustments
- CAPS report 7850 – need to aggregate 12 months of data

The project team will consist of a DPHHS Project Manager, the Contractor's BPR Team Project Manager and two BPR specialists. The project team will begin the project by defining and agreeing on the scope of the project, formalizing the schedule for the project, and conducting a kickoff meeting. After the kickoff meeting the project team will begin conducting interviews of state Subject Matter Experts (SMEs). These SMEs will be provided by the state and made available in the first 2 weeks following the kickoff meeting. These meetings, scheduled by the DPHHS Liaison assigned to the project, will be used to gather information on the current processes within the division.

Tasks

The following table outlines the typical tasks associated with the BPR project. We have provided some conservative estimates on the duration and person-days the project would entail.

Task Composition for *Conduct BPR Assessment of CPS Payment Process*

Task Name	Estimated Duration	Estimated Contractor

	(business days)	Person-days
1. Define and Refine Work Scope	5 days	5
2. Conduct "As-Is" Assessment • Determine management needs • Identify and define core processes • Assess process/info environment • Assess relevant technology • Assess relevant org. structure/infrastructure • Document "as-is" environment • Validate with management • Present to management	25 days	75
3. Envision New Payment Process Environment • Develop overall Process Model • Document "to-be" environment	20 Days	60
4. Develop Implementation Plan and Final Report	10 days	30

Estimated Resources

- Estimated Contractor Person-Days: 170
- *Three contractor staff positions*

8.3.2   CONDUCT BPR PROJECT OF THE BUY-IN AND TPL PROCESSES

Purpose

The Buy-In and TPL processes are similar and both involve payment of insurance coverage for clients or "buying in" a citizen to a medical benefit program. The process is currently conducted using the TEAMS system. The Department has plans to move the process over to the CHIMES environment in the near future. Before this move can successfully happen, the process needs to be defined, aligned and streamlined to ensure the stability of the process.

Description

A project team will conduct an assessment of the Buy-In/TPL process. This assessment will address the process involving the buying in or purchasing medical benefits for citizens. The project team will identify triggers, itemized steps of the process, workflow, and ownership of the process tasks as well as the data. The project team will pay particular attention to needs associated with changing federal and state compliance issues.   Additionally, the project would be conducted in preparation of the HIPPS system redesign.

The project team will consist of a DPHHS Project Manager, the Contractor's BPR Team Project Manager and two BPR specialists. The project team will begin the project by defining and agreeing on the scope of the project, formalizing the schedule for the project, and conducting a kickoff meeting. After the kickoff meeting the project team will begin conducting interviews of SMEs. These SMEs will be provided by the Department and made available in the first two weeks following the kickoff meeting. These meetings, scheduled by the DPHHS Liaison assigned to the project, will be used to gather information on the current process.

Tasks

Task Composition for *Conduct BPR Assessment of the Buy-In/ TPL Process*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope	5 days	5
2. Conduct "As-Is" Assessment	25 days	75
• Determine management needs		
• Identify and define core processes		
• Assess process/info environment		
• Assess relevant technology		

• Assess relevant org. structure/infrastructure • Document "as-is" environment • Validate with management • Present to management		
3. Envision New Buy-In/TPL Environment • Develop overall Process Model • Document "to-be" environment	20 Days	60
4. Develop and Deliver Final Report	10 days	30

Estimated Resources
- Estimated Contractor Person-Days: 170
- *Three contractor staff positions*

8.3.3   CONDUCT BPR ASSESSMENT OF THE WIC PROCESS

Purpose

The Women and Infant Children (WIC) program provides services to women with infant children who qualify. The WIC automated system no longer meets the requirements of the process. Changes are expected in the process of dealing with retailers and planning needs to begin immediately. WIC has possible federal funds available but the WIC processes need to be aligned and streamlined before initiating the development or purchase of a new system.

Description

A project team will conduct a complete analysis of the WIC processes. This analysis will address the processes involving the services offered to WIC clients. The project team will identify triggers, itemized steps of the process, workflow, and ownership of the processes as well as the data. The project team will pay particular attention to needs associated with federal and state compliance issues.

The project team will consist of a DPHHS Project Manager, the Contractor's Project Manager/BPR specialist, one BPR analyst, a technical specialist, a technical associate, and a part time organizational change management specialist. The project team will begin the project by defining and agreeing on the scope of the project, formalizing the schedule for the project, and conducting a kickoff meeting. After the kickoff meeting the project team will begin conducting interviews of SMEs. These SMEs will be provided by the Department and made available in the first two weeks following the kickoff meeting. These meetings, scheduled by the DPHHS Liaison assigned to the project, will be used to gather information on the current processes.

Tasks

Task Composition for *Conduct BPR Assessment of the WIC Process*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope	5 days	5
2. Conduct "As-Is" Assessment	30 days	90
• Determine management needs		
• Identify and define core processes		
• Assess process/info environment		
• Assess relevant technology		
• Assess relevant org. structure/infrastructure		
• Document "as-is" environment		
• Validate with management		

• Present to management		
3. Envision New WIC Environment	20 Days	60
• Develop overall Process Model		
• Document "to-be" environment		
4. Develop and Deliver Final Report	10 days	30

Estimated Resources

- Estimated Contractor Person-Days: 185
- *Three contractor staff positions*

8.3.4 DEFINE & IMPLEMENT INTEGRATED HEALTH AND HUMAN SERVICES SYSTEM

Purpose

DPHHS is an organization comprised of multiple Divisions and therefore, multiple Mission Critical processes. Within each process there are several different systems being used to manage data and provide services. In addition to the large systems in use, there are hundreds of stand alone systems (Access databases, Excel spreadsheets, etc.) that have been created by Divisional staff to manage data where systems are lacking functionality. The Department has begun work on a "Common Client Database" as a first step to consolidating its data.

Description

This project will be a long-term effort for the Department. The Integrated Health and Human Services system will be developed to manage multiple types of data and provide secure and real-time access across the Department. This system would allow clients to be entered one time with multiple functions available after the initial client entry. Employees across the Department would have access to the information based upon their need and security level identified by their job description. This long-term project would begin with the assessment of current systems and functionality the Department has and is lacking. The next step would be to visualize the "To-be" system and take steps to complete the development or implementation of the system.

The workgroup and local OTD staff will create a database in which to enter inventory, the standards information, and a list of all personnel with their job titles. The database, in conjunction with the standards documentation developed during the Conduct Overall DPHHS Systems Architecture Assessment project described later in this document, will enable DPHHS to assess the hardware/software needs of each employee, and to maintain the inventory from day-forward.

Assumptions

- DPHHS will continue to pursue the acquisition of an Integrated Health and Human Services System.
- DPHHS will have established guidelines for the useful life of hardware and software, based on the needs of several classes of users. Such a policy may call for PCs to be replaced when they are four years old.
- OTD staff at all external locations and facilities will be trained if necessary to conduct wiring and physical security audits and electrical power planning, assisted as necessary by OTD Division staff.

- OTD will have staff in place to cover all facilities.
- Building codes supplemented by good IT business practices will drive planning for electrical supply to servers and workstations.

Tasks

Task Composition for *Define and Implement Integrated Health and Human Services System*

Task Name	Estimated Resources	Estimated Duration (business days)	Estimated Contractor Person-days
PHASE I			
1. Complete Assessment of current systems a Identify all systems used by DPHHS to include "stand alone" systems and databases. b Identify current network capabilities c Identify all hardware in use and the status of lifecycle. d Identify areas in need of improvement	NGC PM NGC Team (3) DPHHS PM DPHHS Technical Lead (OTD Staff)	a. 15 days b. 15 days c. 5 days d. 10 days	180
2. Complete Integrated System Needs a Meet with Department staff to determine all processes and uses for new system. b Determine sizing requirements of new system. c Determine locations for new system.	NGC PM NGC Team (3) DPHHS PM DPHHS Mgmt. OTD Staff	a. 15 days b. 10 days c. 5 days	120
3. Envision the 'To Be' environment a Identify ideal platform for the Integrated system b Investigate potential system solutions and enabling technologies c Identify Security needs	NGC PM NGC Team (3) DPHHS PM OTD Staff	a. 10 days b. 20 days c. 5 days	140
PHASE II - Requirements			
1 Develop Process and Work Flows a Identify SMEs for all functional areas b Schedule/conduct facilitation sessions with SMEs c Document and validate functionality requirements identified during sessions	NGC PM DPHHS PM NGC Team (3) SMEs	a. 5 days b. 15 days c. 15 days	140
2 Develop data flows and relationships a Capture data flows during the SME facilitation sessions where	NGC PM NGC Team (3) SMEs	a. Concurrent b. 10 days c. 15 days	100

	possible b Analyze DPHHS forms to capture data entities (information items) and attributes (descriptors of information items) c Document and validate the data model			
3	Develop System Operational Requirements a Capture available information during the SME facilitation sessions b Review and analyze current and projected DPHHS staffing and review and analyze current and projected data storage requirements. c Document operational requirements.	NGC PM NGC Team (3) SMEs	a. Concurrent b. 10 days c. 10 days	80
4	Publish Requirement Definitions Document a Assemble information into document b Coordinate/obtain DPHHS PM review and approval c Present to Executive Management for approval	NGC PM NGC Team (3) DPHHS PM DPHHS Mgmt.	a. 10 days b. 10 days c. 5 days	100
5	Determine Plan to implement system	DPHHS	n/a	n/a

Estimated Resources
- Estimated Contractor Person-Days: 860
- Estimated Duration Days: 215
- Estimated hourly price for consultants on NGC Team:
    - *Project Manager - $150 hour*
    - *Process Analyst - $100 hour*
    - *Process Analyst - $100 hour*
    - *Technical Lead - $150 hour*

Considerations
- Because the Integrated Health and Human Services System is a large endeavor, DPHHS may want to consider using a consultant to help facilitate the process. The cost of this project will be based on time and materials rather than a fixed price. The hourly price for consultants is provided above. This price includes all travel costs within Helena but does not include travel for any necessary trips for meetings or facilitation sessions outside the Helena area.

8.3.5   DEVELOP DISASTER, BACK-UP AND RECOVERY PLAN

Purpose

DPHHS currently has several applications that support mission critical processes. Many of the department's employees would be unable to perform their duties if the data from these systems were lost due to a natural or man-made catastrophe. DPHHS needs to prepare for such an occurrence through planning and preparation which will include:

- Ensuring data is backed up into a safe location
- Ensuring data can be restored in a timely manner
- Ensuring application source code is in a safe location and accessible
- Identifying alternative methods of performing mission critical processes in the event of a total loss of IT support.

This project will provide DPHHS with the necessary tools to ensure data will be restored after any major loss and that services will continue to be provided to clients.

Description

This will be an OTD driven project that will investigate needs across the Department to include all major systems in the creation of an updated disaster, backup and recovery plan. This project will also include education for IT staff in how to properly implement the plan. This Plan is meant to be a "living" document, meaning that it would change and grow as new systems are implemented, older systems are changed, or new hardware is purchased. This Plan will also start the process of contingency planning.

OTD will establish a workgroup to assess needs and develop the plan. This plan will be created by OTD staff and kept updated as a "living" document that changes as the Department grows and new systems are implemented, older systems are changed, or new hardware is purchased.

Tasks
Task Composition for *Develop Disaster, Back-up & Recovery Plan*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
Refine scope of project and develop project schedule and select workgroup	5 days	3
Develop policy to support recovery programs	15 days	90
Identify recovery strategies	5 days	25
Define and document recovery plans	10 days	20

Develop Testing/Exercising program	15 days	40
Develop DRP maintenance program in concert with change management process	10 days	20

Estimated Resources

- Estimated DPHHS Person-Days: 198
- Estimated Contractor Person-Days: None *(See considerations)*

Considerations

- The above detail covers OTD staff to complete the Disaster Recovery Plan. OTD will assist other divisions in starting their contingency plans but each division will need to do their own plan.

8.3.6 IMPLEMENT DOCUMENT MANAGEMENT SYSTEM

Purpose

The Department has multiple document management needs, from imagining to distribution to storage. This project will define the document management needs Department-wide and lead to the implementation or purchase of a comprehensive document management system. Document management includes determining the best methods for storing documents (scanned, printed, paper files, etc.), document retrieval, cataloging and methods for sharing, utilizing and providing access to documents across the Department.

Description

A project team of cross-Divisional staff developed by the Division Administrators will conduct a needs assessment to determine the document management needs for each Division. This will be best accomplished through cross-Divisional meetings led by a Facilitator chosen by the project team lead. Once the needs have been documented, the project team will investigate technologies available for document management and analyze which systems meet the Department's needs. Document Management systems will also be analyzed for usability, scalability and feasibility of costs associated with purchase, implementation, and maintenance.

The project team will consist of a Project Lead and 4 DPHHS staff members including a technical specialist from the OTD Division. All Divisions must be represented in the information gathering process to ensure that each Division's needs are identified and documented. Other DPHHS SMEs may be necessary for interviews and assistance. Additional OTD staff may be necessary for the implementation and ongoing support and maintenance of the system.

Tasks

Task Composition for *Implement Document Management System*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
1. Identify project team members and any SMEs necessary	5 days	5
2. Conduct Needs Assessment Interview meetings • Determine Divisional and Departmental needs • Identify and define core document types	10 days	50

• Identify gaps in functionality that is available within DocGen • Document "as-is" environment • Validate with management • Present to management		
3. Develop Document Management System Requirements • Develop requirements and gaps • Analyze		
4. Develop and Deliver Final Report	5 days	25

Estimated Resources

- Estimated DPHHS Person-Days: 80
- Estimated Contractor Person-Days: None *(See considerations)*

Considerations

- This is a quick-win improvement initiative and can be completed without assistance from an external contractor. The tasks above are for DPHHS staff only. However, because Document Management is a large endeavor, DPHHS may want to consider using a consultant to help facilitate the process. One consultant could be added to the project team and tasks above to help facilitate meetings.

8.3.7   ASSESS EMR SYSTEM NEEDS

Purpose

The mental/medical health institutions identified a need for an electronic medical records (EMR) system, purchased a system without doing a complete requirement analysis, and, after implementation, discovered the system did not meet their needs. There remains a need to assess the current EMR system to see if it could be modified to meet the needs of these organizations and, if not, whether the purchase and implementation of a new EMR system is founded.

Description

A project team will conduct an assessment of the current EMR system and the processes within the mental/medical health organizations. The project team will document process steps, triggers, outputs and inputs for the processes involved. The project team will analyze these processes against the current functions of the EMR system. OTD staff will assist the project team to determine if the current system can be modified to allow for its continued use and if the system has modules and/or functionality that is available but not being utilized. Once the assessment is complete, the project team will report to management if a new system is required to meet the organization's needs.

The project team will consist of one contractor project manager leading a group of five DPHHS employees with specific knowledge and experience with the medical/mental facility and care processes along with one OTD employee with knowledge of the current EMR system and its functionality. Other SMEs may be necessary throughout the project. The project team will begin the project by defining and agreeing on the scope of the project, and formalizing the schedule for the project. The project team will schedule interviews and/or group meetings to gather requirements from medical/mental personnel and SMEs. Recommendations of the project team will be reported to management for a decision on the purchase/implementation of a new EMR system if justified.

Tasks

Task Composition for *Assess EMR System Needs*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Identify project team, refine project scope and project schedule.	5 days	5
2. Conduct EMR System Assessment	10 days	10

• Determine processes • Identify and define data needs • Assess system environment • Document system functionality • Document process needs • Validate with management, process owners and SMEs • Present to findings management		
3. Determine if new EMR system is needed or if the current EMR system can be modified and utilized to meet needs • Determine and document requirements for new EMR system • Make recommendations to management	10 Days	10
4. Develop and Deliver Final Report	3 days	3

Estimated Resources

- Estimated Contractor Person-Days: 28
- *One contractor staff position*

8.3.8   INVESTIGATE AUTOMATING VITAL STATISTICS

Purpose

The Vital Statistics Branch within DPHHS maintains data on the births, marriages, divorces, and deaths of the citizens of Montana. Birth and death data has recently been automated so that information can be retrieved easily when needed. Marriages and divorces, on the other hand, are paper based documents prepared by the courts and require lots of storage space as well as very labor intensive manual processes for retrieving information. This project will investigate the possibility of automating the storage of the marriage and divorce data. By storing all of the Vital Statistics data electronically several divisions would be able to access it to create statistical reports that would benefit their division.

Description

This project will review the processes associated with vital statistics and create a plan for automating the processes. The information to be included is birth, death, marriage and divorce. A project team will document the process of attaining the information and documentation to envision process improvements. The project team will be specifically tasked to look at manual processes and the lack of proper system interfaces, as well as the type of data that is being attained (paper documents, scanned documents, interfaced information from external agencies, etc.). The project team will then determine a plan for automating the process from receipt of the documents, through enabling electronic information or documents, to storage and access to the electronic documents. Birth and Death information is currently available in some electronic formats. This project will include that data along with statistical and research data

The project team will consist of a DPHHS Project Manager, the Contractor's Project Manager, one contractor BPR specialist and two additional DPHHS SMEs and/or process owners. The project team will meet with process owners to ascertain the process of attaining all types of Vital Statistics information and how that information is utilized and distributed Department-wide. The project team will document the process flow and develop an "as-is" visual of the current process. The project team will then envision ways to automate and/or streamline this process and make recommendations to management. Additional DPHHS SMEs may be necessary.

Tasks

Task Composition for *Investigate Automating Vital Statistics*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope and select project team	3 days	6
2. Conduct "As-Is" Assessment • Determine management needs • Identify and define core processes • Assess process/info environment • Assess relevant technology • Document "as-is" process • Validate with management • Present to management	10 days	20
3. Envision Automated Environment • Develop overall Process Model • Develop Improvement Initiatives or Implementation Plans for automation or streamlining • Document "to-be" environment	8 Days	16
4. Develop and Deliver Final Report	4 days	8

Estimated Resources

- Estimated Contractor Person-Days: 50
- *Two contractor staff positions*

8.3.9 DEVELOP DEPARTMENT-WIDE TRAINING PLAN

Purpose

The purpose of a training program is to develop the skills and knowledge of individuals so they can perform their roles effectively and efficiently. Training is an organizational responsibility and becomes especially important in an environment of change. The purpose of the Training Plan is to define the processes and the roles and responsibilities for meeting those training requirements, i.e., to implement the training program. The Plan must provide information about recommended courses, delivery strategies and locations, and participants. Successful staff development will be a critical success factor for DPHHS over the next few years as major staffing changes take place within the Department. In order to guide the future of the DPHHS, Senior Management must clearly understand and communicate the criticality of staff development and the creation of a cultural environment that makes the DPHHS a place where people want to work.

Description

The Training Plan must be a living document, and as requirements are identified and/or refined through the Training Plan Process (as described below) the plan should be updated. A centralized learning strategy, environment, and process that is aligned with and supports the vision, goals and business objectives of the DPHHS is a key ingredient because it is the only way to maintain the focus on learning Department-wide. To ensure that the most current data is available, review and updates of the Training Plan should be conducted quarterly. Many new skills and competencies must be developed if the workforce is to transition successfully from today's paper driven environment to one in which electronic file storage and transmission is the norm. As new systems are placed in production, the user community will need to acquire new technical skills, learn to interface with new software systems, and operate differently according to the new processes and workflows. The plan will assure that delivery of training is scheduled to maximize retention and knowledge transfer.

DPHHS can improve managerial capability by assessing the current skills in the organization, building on these strengths, and targeting the weaker areas as opportunities for improvements by developing training programs for potential managerial candidates. The Training Plan must take a broader view of staff development. This new view includes not only traditional technical and end user training, but also training in change management programs and strategies designed to change

attitudes and behaviors of managers and staff as the DPHHS strives to
become a *High Performing Organization.*

Assumptions

- All DPHHS personnel will need to receive training at different points
  during their employment.
- Existing DPHHS training areas and locations will be enhanced to
  accommodate the envisioned additional training.
- Leadership involvement and commitment is critical to the successful
  development and delivery of the training program.

Tasks

Task Composition for *Develop Department-wide Training Plan*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Organize Training Plan Development Work Group of 4 individuals led by DPHHS Training Lead	3 day	3
2. Determine training needs and requirements for the various job categories and positions. • *Conduct Dept skills assessment* • *Define skills requirements for systems environments* • *Perform Gap analysis* • *Develop training requirements*	30 days	60
3. Develop a training curriculum including course descriptions, course objectives, participants and minimum requirements.	20 days	40
4. Determine delivery strategy recommendations *Determine most productive and cost effective approach for delivering the training.* *Obtain Management and OTD approval*	10 days	20
5. Develop strategy for training feedback and evaluation (e.g., participant evaluations, user assessment, help-desk calls, etc.)	5 days	10
6. Develop a strategy for on-going training, identify owner of the Training Plan	5 days	10

Estimated Resources

- Estimated Contractor Person-Days: 143
- *Two contractor staff positions*

8.3.10 ASSESS STAND ALONE SYSTEMS

Purpose

Like many organizations, DPHHS has created innovative ways to collect and manage data. DPHHS has several large, multi-functional systems in use. These systems (largely Access databases and Excel spreadsheets) are currently in use throughout all DPHHS Divisions. In a manual count a few years back, OTD found over 200 of these stand alone systems in use.

 This project will identify, evaluate, and analyze all of the stand alone databases and spreadsheets (excel, access, etc.) to see if there are ways to automate or streamline current manual processes. This project will also identify if there are stand-alone systems that keep similar data and could thus be combined into one comprehensive system. This will have a twofold effect: a) identify additional functionality not available in the applications used by DPHHS staff, and b)   assist the department in identifying what information an exiting employee needs to pass on to a successor.

Description

The project will consist of one contractor specialist experienced in performing this type of stand alone system assessment and one contractor business analyst experienced with systems and facilitation. The contractor team will utilize a DPHHS coordinator to schedule informational gathering meetings with all DPHHS Divisions. During these meetings, the project team will solicit information regarding the type of systems in use and what functionality is within each system. Before the meetings are scheduled the DPHHS coordinator will send out a pre-created questionnaire to all DPHHS staff. This questionnaire will be filled out by staff and submitted to the project team for compilation and analysis. The project team will compile a report of all systems in use for analysis. Systems will be looked at for duplication or similarity of functionality so that common systems can be identified to cover the Department's needs. This project will have a two-fold affect. It will assist the Department in identifying what information an exiting employee needs to pass on to a successor and it will identify additional functionality not available in the applications used by Department staff. Additionally if similar systems are found that can be combined, this will help the Department in their future system development and data conversion efforts.

Tasks

Task Composition for *Assess Stand Alone Systems*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope	2 days	2
2. Conduct Assessment • Create questionnaire and distribute • Conduct informational gathering meetings • Identify document stand alone systems and functionality • Identify similar or duplicative systems • Validate with staff • Present to staff and management	10 days	20
3. Create Plan for combining Stand Alone systems • Determine priority of systems that are similar or duplicative • Work with OTD and DPHHS staff to determine justification of top priority systems	8 Days	16
4. Present Plan to Management and Staff	1 Day	2

Estimated Resources

- Estimated Contractor Person-Days: 40
- *Two contractor staff positions*

8.3.11 ESTABLISH WEB DEVELOPMENT STANDARDS

Purpose

DPHHS has multiple Divisions with specific web sites developed by a mixture of OTD and Divisional staff members. The web sites do not currently have standard technologies or formats and do not provide a cohesive 'look and feel'. Additionally problems often arise with broken or missing links on sites developed by Divisional staff. OTD did not create these sites nor are they completely knowledgeable about what sites are in existence or the links offered. Helpdesk calls come in to OTD staff regarding web sites that they do not support. In order to provide the Department with an overall image of quality and adhere to industry standards and best practices, DPHHS needs to establish and mandate web development standards for the Department.

Description

This project will be an OTD driven project to determine the standards for website development conducted by staff in all DPHHS Divisions. This document will also include standards for enforcing that all websites must meet the standards. The standards will apply to both internal and external websites and will utilize the State's web development standards already enacted.

The project team will consist of an OTD Project Manager, and five OTD team members. This team will investigate industry standard best practices as well as Montana's overall web development standards and policies. The project team will then develop and document web development standards and be responsible for distributing this to all DPHHS Divisions. Each Division Administrator will then be responsible for working with OTD and ensuring the standards are enforced. OTD will be tasked with updating the web development standards on a continual basis.

Tasks

Task Composition for *Establish Web Development Standards*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
1. Select project team members	2	2
2. Research • Industry standard best practices • Montana web development standards • Technology and tools currently being used • Formats being used	10 days	60

3. Establish and document standards
    • Develop web standards document
    • Distribute to Administrators
	10 Days	30

4. Continually update standards document	Continual	N/A

Estimated Resources

- Estimated DPHHS Person-Days: 92

Considerations

- Establishing Web Development Standards can be conducted with DPHHS staff only without the assistance of an external consultant. The tasks above are for DPHHS staff only and therefore do not include any resources for contractors.

8.3.12 DEVELOP KNOWLEDGE MANAGEMENT PLAN

Purpose

Organizations are presented with many challenges in today's uncertain economy. These challenges include an increase in staff turnover resulting in the loss of seasoned employees. As these employees leave, a wealth of experience also leaves the organization unless there is a plan or mechanism in place to "capture" this institutional knowledge.

DPHHS specifically is at a serious risk of losing its knowledge pool, due to the high number of staff soon reaching retirement eligibility. This reality coupled with a lack of adequate funding create the potential for a "business disaster" within the organization.

To complicate the situation, the public sector is at further risk when senior employees leave their jobs, due to hiring policies that do not allow organizations the opportunity to hire the new employee while the present employee is still working. This practice negates the time and the opportunity for an effective transfer of knowledge.

In addition, operations manuals in many organizations are nonexistent and time is not allotted for a comprehensive knowledge transfer when employees leave their employment. As more and more experienced employees leave jobs, written requirements and processes are a critical necessity.

This module addresses the need for DPHHS to develop a plan to capture organizational knowledge before it is lost and to continue to capture and utilize this knowledge.

Description

Components of an effective Knowledge Management Plan include a Knowledge Management Index, Knowledge Management Program and Maintenance Plan, and a Knowledge Transfer Plan.

The Knowledge Management Index is a tool that allows an organization to monitor and measure its internal strengths and secure or maintain necessary competitive resources. This tool provides the information that supports an organization in preparing plans and developing safeguards required to protect critical knowledge resources within the organization. The index provides a matrix that identifies levels of organizational competencies and pinpoints timeframes in which specific competencies will be lost due to staff turn over. It also provides a warning to

organizations when they begin to run low a particular area of knowledge. The index also provides target timeframes of potential knowledge loss.

A Knowledge Management Program and Maintenance Plan provide an up-to-date inventory of employees' areas of expertise, skills, management capabilities, and job knowledge. This plan works in concert with the index to ensure appropriate levels of experience/knowledge within the organization's workforce. Organizations not only need to increase learning and growth, but to remain competitive and customer focused; organizations also need to maintain present levels of staff capabilities, knowledge and skills.

A sustainable Knowledge Transfer Plan is essential in a competitive and tight employment market. This plan works in concert with the index and program and maintenance plan to protect an organization's knowledge-pool during periods of heavy turnover. As timeframes for retirements are pinpointed in advance, the knowledge transfer needs to begin nearly one year prior to retirement if possible. Candidates are selected as to their ability to retain the knowledge provided and balance their current workloads. The year allows time for vacations, business travel, emergencies, training programs, and illnesses. Retirees who take the time and interest to share knowledge with the candidate should be compensated in their retirement package. To guard against investing in knowledge transfer and loosing the transfer recipient candidate resulting in a loss of knowledge, organizations should consider maintaining a cross-training program and multilevel Mentorship program for staff in all business units of the organization.

The project team will consist of a DPHHS Project Manager, the Contractor's KM Team Project Manager and one Knowledge Management specialist. The project team will begin the project by identifying a project team within DPHHS. The Project Team will then develop and create the KM index. The development of the KM program and maintenance plan follow.

Assumptions
- DPHHS will have begun and be working on the development of a strategic plan prior to embarking on this implementation module.
- DPHHS executive management supports the need for a Knowledge Management Plan.

Tasks
Task Composition for *Develop Knowledge Management Plan*

Task Name	Estimated	Estimated

	Duration (business days)	Contractor Person-days
1. Identify Project Team (3-5 staff members).	3 days	3
2. Develop Knowledge Management Index.	5 days	10
3. Fill out Index.	10 days	20
4. Develop Knowledge Management Program and Maintenance Plan	10 days	20
5. Develop Knowledge Transfer Plan	5 days	10
6. Implement Plans	On-going	TBD

Estimated Resources

- Estimated Contractor Person-Days: 63
- *Two contractor staff positions*

Considerations

- Authority for the Knowledge Management Plan Implementation task should reside in the Personnel Branch or the Quality Assurance Division.

8.3.13 CONDUCT BPR OF CCUBS NOTICE PROCESS

Purpose

The CCUBS Notice Process consists of printing out notices and manually folding and stuffing them into envelopes. This process is very labor intensive and ties up valuable staff time each month. This project will identify ways to improve and automate the manual notice process. This project will be conducted in conjunction with the Mail Room staff to identify ways to utilize automation in order to reduce staff hours needed to complete the process.

Description

A DPHHS project team will conduct a complete analysis of the CCUBS Notice Process. This analysis will address the steps used to identify the need for a notice, the creation of the notice, and the sending of the notice. The project team will identify triggers, itemized steps of the process, workflow, and ownership of the processes as well as the data. This project could be a quick win for the department and can be completed without the assistance of a contractor.

The project team will consist of a DPHHS Project Manager, two CCUBS SMEs, and an OTD staff member.

Tasks

Task Composition for *Conduct BPR of CCUBS Notice Process*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
1. Identify workgroup, define and refine scope	3	12

2. Conduct "As-Is" Assessment
   • Determine management needs
   • Identify and define core processes
   • Assess process/info environment
   • Assess relevant technology
   • Document "as-is" process
   • Validate with management
   • Present to management
	10	40

3. Envision Automated Environment
   • Develop overall Process Model
   • Develop Improvement Initiatives or Implementation Plans for automation or streamlining
   • Document "to-be" environment
	20	80

4. Develop and Deliver Final Report	5	*20*

Estimated Resources

- Estimated DPHHS Person-Days: 152

Consideration

- This project could be a quick win for the department and could be completed without outside help.

8.3.14 INVESTIGATE ADDITIONAL USES OF VIRTUAL PAVILION

Purpose

DPHHS has identified a need for providing information via a web interface. Currently various divisions within DPHHS are using their own vehicles to satisfy this need. This project will investigate current Virtual Pavilion (VP) applications, identify the needs of all the divisions, and introduce new uses for the VP.

Description

This project will be a cross divisional team to determine new applications and uses for the VP. New uses will be gathered and prioritized as well as analyzed for feasibility. OTD will be in charge of developing standards for all new applications added to the VP. This should be an ongoing project so that continual additions to the VP can be identified.

The project team will consist of 3 DPHHS staff and one part-time contractor to assist in facilitation, and OTD staff as necessary to implement new applications. The project team will work alongside OTD to identify the rules and requirements for VP applications, the applications currently on VP, and a priority listing of new applications that will be a good fit for the VP environment.

Tasks

Task Composition for *Investigate Additional Uses of Virtual Pavilion*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Identify workgroup, define and Refine Work Scope	5	2
2. Identify functional boundaries of VP • Interview VP SMEs • Identify current applications on VP • Determine VP application capacity • Identify current development standards for VP • Establish official development standards for VP • Document VP standards and functional boundaries • Present to management	15	5
3. Identify new applications for use on VP • Interview cross-divisional SMEs to identify web application needs • Identify applications that fit VP	30	15

criteria		
4. Develop and Deliver Final Report	5	5

Estimated Resources

- Estimated Contractor Person-Days: 27
- *One part-time contract staff position*

8.3.15 CONDUCT BPR ASSESSMENT OF THE MHSP PROCESS

Purpose

This project will focus on the MHSP processes currently being managed with TESS and include information on process changes in the pending HIFA waiver approval process. This process will be looked at to determine where the process fits (which system) and if this process can be put into CHIMES.

Description

DPHHS will identify a project team to conduct this BPR project. The project team will consist of a DPHHS Project Manager, the Contractor's Project Manager/BPR specialist, one BPR analyst, a technical specialist, and a part time organizational change management specialist. The project team will begin the project by defining and agreeing on the scope of the project, formalizing the schedule for the project, and conducting a kickoff meeting. After the kickoff meeting the project team will begin conducting interviews of SMEs. These SMEs will be provided by the state and made available in the first 2 weeks following the kickoff meeting. These meetings, scheduled by the DPHHS Liaison assigned to the project, will be used to gather information on the current process within the division.

Tasks

Task Composition for *Conduct BPR Assessment of the MHSP Process*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope	3	*10*
2. Conduct "As-Is" Assessment • Determine management needs • Identify and define core processes • Assess process/info environment • Assess relevant technology • Assess relevant org. structure/infrastructure • Document "as-is" environment • Validate with management • Present to management	10	*35*
3. Envision New MHSP Environment • Develop overall Process Model • Document "to-be" environment	20	*70*
4. Develop and Deliver Final Report	5	*20*

Estimated Resources

• Estimated Contractor Person-Days: 135

- *Three and ½ contract staff positions*

8.3.16 DEVELOP IV&V PLAN

Purpose

The purpose of the Independent Verification & Validation (IV&V) Plan is to ensure that work products of DPHHS satisfy the needs for which they were undertaken. It provides management with appropriate visibility into the products and processes of the department to continuously monitor those processes for performance against expectations.

Part of the Strategic Planning process is utilizing effective measurement and feedback. It is the responsibility of the IV&V group to implement that component of strategic planning. Tracking progress and learning from results will keep the department on track toward continuous improvement.

Description

IV&V comprises three primary processes: Quality Planning, Quality Assurance, and Quality Control.

- Quality Planning is the process of identifying the standards that are relevant to the activity and determining how to satisfy them. Quality Planning would occur in parallel to strategic planning. When the strategic goals of DPHHS are identified, appropriate standards and measurements are defined to monitor progress toward achieving those goals.
- Quality Assurance is the process of evaluating overall performance on a regular basis to provide confidence that work satisfies the relevant quality standards.
- Quality Control is the process of monitoring specific department results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

This implementation module addresses the steps that need to be taken to complete the Quality Planning component of the Quality Management process.

Tasks

Task Composition for *Develop IV&V Plan*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
1. Identify workgroup members and leader	3	5

2. Define best practices, standards, and measurements for project completion.	5	10
3. Identify and define action items and assign task.	20	100
4. Develop IV&V Plan	15	60

Estimated Resources

- Estimated DPHHS Person-Days: 212
- Estimated Contractor Person-Days: None *(See considerations)*

Consideration

- This could be a quick win for the department and could be completed without outside help.

8.3.17 DEVELOP CHANGE MANAGEMENT PLAN

Purpose

Organizational change management is the process of moving the employees through the change process and achieving their commitment to doing work as defined in the vision of the new work. Organizational change can occur due to new process implementation, technology introductions (e.g., information system, biometrics, and computer hardware), organization changes, and/or early retirements.

Create a change management plan for Department-wide use and provide education for management on how to successfully manage change and instill a positive attitude for change throughout the Department. Change Management Planning will enable management to attain buy-in for future changes and implementation as well as manage barriers to change. Change Management Planning and education is a Department-wide initiative that must be supported by upper management.

The DPHHS will be making a large investment of time, people, and financial resources to develop and implement the new Improvement Initiatives recommended by Northrop Grumman. Northrop Grumman is providing several recommendations that will require a myriad of organizational, process, and other technology changes over the next several years as a result of the BPR Assessment Project.

A major component of implementing these recommendations will be to manage these organizational, process and technical changes the DPHHS will experience. The purpose of this module is to facilitate the development of a DPHHS Change Management Plan that will:

- Reduce resistance to change at the department, group or individual level;
- Address the issues of change facing the DPHHS; and
- Provide a foundation for understanding and managing change such that the DPHHS can move forward in achieving their mission, goals, and objectives.

Description

The Change Management Plan will address process change to improve the processes used in the organization with the intent of improving quality, increasing productivity, and decreasing the cycle time for change implementation. It will provide a road map of the tasks required for development of an effective Change Management Plan. Such a plan will guide the DPHHS through the organizational, technological,

process, and cultural changes occurring throughout all phases of the project. New processes enabled by new technology will drive organizational changes. Formalized change management planning is designed to change attitudes and behaviors of managers and staff.

While it can be argued organizations exist as entities greater than the sum of their parts, Northrop Grumman believes that changing the organizations and processes begins with changing individual behaviors. For these efforts to succeed, employees must be viewed as a critical system component and therefore served with the same concern, care and attention that are given to processes and technology. Organizational leadership must drive change from the top of the organization through all levels.

A typical Change Management Plan includes the following components:

- The types of change and breadth of organizational transition necessary;
- The components of change readiness and the steps the organization will need to take to achieve readiness, including identification of barriers and mitigation strategies;
- An organizational transition plan identifying implementation prerequisites, proposed new and revised position descriptions, employee preparation, and training recommendations;
- Documentation of identified policy and procedural changes;
- Action planning for the transition;
- An implementation schedule for the organization transition; and
- A communication strategy.

Assumptions

- DPHHS will contract for Change Management expertise.
- The Change Management Team will consist of a Contractor (Team Lead) and two DPHHS staff members with a minimum set of qualifications (i.e., supervisory or management experience; minimum of five years with the DPHHS with increasing levels of responsibility; effective people skills, effective presentation skills, ability to interact with DPHHS Executive Management). If the DPHHS cannot provide two staff members, then they will contract for the appropriate levels of support.

Tasks

Task Composition for *Develop Change Management Plan*

Task Name	Estimated	Estimated

		Duration (business days)	Contractor Person-days
1.	Review/update Stakeholder Analysis	10	10
2.	*Perform interviews with stakeholders, determine level of commitment/resistance, and develop approach to overcome resistance*	10	10
3.	Identify functional areas most in need of Change Management and identify Change Agents	5	5
4.	Develop strategy for addressing these changes using such approaches as; • re-training • re-assignment • new hire/recruiting	5	5
5.	Document Plan and coordinate these strategies with Human Resource Plan, Training Plan, and Communications Plan	10	5
6.	Publish Change Management Plan	10	5

Estimated Resources
- Estimated Contractor Person-Days: 40
- *One contractor staff position*

8.3.18 DEVELOP COMMUNICATIONS PLAN

Purpose

This will be a cross-Divisional project to develop a communications plan that will be documented and used Department-wide. A Communication Plan will detail methods for communication across Divisions and the Department for all levels of communication including telephone and email. This plan will identify alternative methods of communication (web boards, newsletters, web surveys, net-meetings, etc.) and show the lines of communication across Divisions. This project can also be used to determine the best methods for communication with external agencies.

Description

This module will assist DPHHS in identifying the tasks required for the development of an effective Communication Plan. Such a plan should be designed to guide DPHHS employees in communicating with each other as well as outside entities during the normal course of performing their duties. By identifying up front, and training employees in the use of, the various types of communication tools, DPHHS can streamline and increase the effectiveness of its employees.

The project team will consist of a DPHHS Project Manager, the Contractor's Project Manager/Organizational Change Management specialist, and one DPHHS staff member. The project team will begin the project by defining and agreeing on the scope of the project, formalizing the schedule for the project, and conducting a kickoff meeting. After the kickoff meeting the project team will begin conducting interviews of SMEs. These SMEs will be provided by the state and made available in the first 2 weeks following the kickoff meeting. These meetings, scheduled by the DPHHS Liaison assigned to the project, will be used to gather information on all communication needs within the department, identify new current methods of communication within and outside the department, and define training needs for employees.

Tasks

Task Composition for *Develop Communications Plan*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope	5 days	5

2. Conduct Facilitated Workgroups meetings • Determine Communication needs • Identify and define current communication methods • Validate with management	15 days	15
3. Envision New Communications environment • Identify Industry Best Practices • Document training needs for employees	10 Days	10
4. Develop and Deliver Final Report	10 days	10

Estimated Resources

- Estimated Contractor Person-Days: 40
- *One contractor staff position*

8.3.19 ESTABLISH MEASUREMENT CRITERIA

Purpose

This project will investigate best practices for creating measurement criteria for all high priority processes (as determined by the Divisions) within the Department. Processes must have set measurements in place to track success and defect rates. Once measurement criteria is determined, each Division will be responsible for measuring the success of its processes and determining any processes that are not performing up to standards. Standards of success must be set and maintained. This will take a Department-wide commitment to continual process improvement and measurement efforts.

Description

The project team will consist of 3 DPHHS staff and one contractor experienced in Six Sigma Process Improvement methodology to assist the department in identifying measurement criteria necessary to continually measure process success. The project team will interview SMEs from each division to identify all Critical To Quality processes within the department, determine measurement criteria, and to identify tools for tracking outcomes. Critical To Quality processes will be determined and a priority list created. The top three priority processes will be identified and measurement criteria created for these processes. It is recommended that after these are completed, DPHHS use the working project team to set measurement criteria for additional Divisional processes and that DPHHS continues to place a priority on continued process improvement.

Tasks

Task Composition for *Establish Measurement Criteria*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope	3	*3*
2. Conduct Critical Process Assessment • Determine management needs • Identify and define core processes • Develop overall Process Model • Assess process/info needs • Document Critical Process Assessment	5	*5*
3. Identify Measurements • Identify measurement for each Process	20	*20*

• Identify tracking tool for measurements • Implement tracking tool • Document measurement criteria		
4. Develop and Deliver Final Report	5	_5_

Estimated Resources

- Estimated Contractor Person-Days: 33
- *One contract staff position*

8.3.20 CONDUCT OVERALL DPHHS SYSTEMS ARCHITECTURE ASSESSMENT

Purpose

In the next few years it is foreseeable that DPHHS will begin to undergo significant changes in its Information Technology (IT) architecture. For DPHHS to prepare itself for an integrated database used throughout the department now is the time to prepare the infrastructure in every division for this new development.

The best way to prepare the architecture is to identify and record in exact detail what computer hardware, software, network connections, and other infrastructure are present, and use that knowledge to determine will be needed in the future. Knowing what is available will require compiling or updating lists of hardware and software, and diagrams of electrical supply and network cabling to all locations where workstations are needed. Review of the physical security of servers and workstations is also necessary. With this base of information, it is not difficult to determine what additional resources will be needed.

To maintain consistency throughout DPHHS, the OTD Division will replace outdated equipment and software on an annual basis, and will update the inventory database to match the new purchases, and identify hardware/software for replacement the following year. Northrop Grumman recommends a three to four year lifecycle for all workstation hardware/software, and upgrading of server processor speed and disk storage capacity every two to three years.

The OTD Division will lead this project and develop a document stating the Systems Architecture. This document will be used and referred to for all future system development or implementation. This project will assist in the creation of the IT Strategic Plan and must be completed after the Stand-Alone System Assessment project.

Description

This implementation module will consist of creating a standards document, compiling a complete inventory of all existing hardware and software available to DPHHS staff, assessing hardware/software needs for both workstations and the local area network (LAN), and planning for future replacement.

The workgroup under the direction of OTD, and consisting of 4 DPHHS staff, will compile a list of hardware/software standards. This document

will depict the model, capacity, and age-range of hardware required by current DPHHS applications such as TEAMS, SEARCHS, and CAPS; future looking applications like CHIMES; and normal user needs like e-mail and word processing. Software standards will reflect the specific needs of personnel, based on job title. For example a Caseworker will have different hardware/ software needs than a nurse.

Tasks

Task Composition for *Conduct Overall DPHHS Systems Architecture Assessment*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
1. Identify Workgroup, Define and Refine Work Scope	3	12
2. Conduct 'As-Is' Assessment • Identify current users of mainframe applications • Identify current users of client-server applications • Review 'Assess Stand-alone Systems' project findings. • Identify intranet connectivity in all locations • Identify internet connectivity in all locations • Document 'As-Is' Environment	30	120
3. Identify Future IT Needs • Identify expected changes to Department IT applications • Identify changes in hardware/connectivity to meet the new needs of DPHHS • Document future IT needs	20	80
4. Develop and Deliver Final Report	5	20

Estimated Resources
- Estimated DPHHS Person-Days: 232
- Estimated Contractor Person-Days: None

8.3.21 IMPLEMENT ALTERNATIVE PAYMENT TYPES

Purpose

DPHHS has a limited ability to receive payments from outside the department. This limitation forces DPHHS to wait for money that may have already been paid out causing them to chance overdrafts. This project will identify current payment types and investigate alternatives methods of receiving funds. This focuses on the types of payments that the Department can receive as well as additional types Divisions want to investigate for feasibility.

Description

DPHHS will form a workgroup that will identify current payment types, investigate alternative payment types, and make recommendations to DPHHS management for the implementation of new methods of receiving funds. This workgroup will consist of 3 staff members that are skilled at leading facilitated workgroup sessions, conducting internet research, and testing software applications. This workgroup will meet with SMEs throughout the department to identify payment needs and possible solutions. The workgroup will work with OTD to conduct research to find software that will assist the department in accepting the various payment types, test the software, and present the results to management.

Tasks

Task Composition for *Implement Alternative Payment Types*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
1. Identify Workgroup, Define and Refine Work Scope	3	9
2. Conduct 'As-Is' Assessment • Identify process that require the receipt of payments • Interview SMEs from each process identified • Identify current payment types • Document 'As-Is' Environment	15	45
3. Identify Alternative Payment Types • Conduct research of payment types • Identify industry best practices • Test software for alternative payment types • Document results of research and testing	30	90
4. Develop and Deliver Final Report	5	20

Estimated Resources
- Estimated DPHHS Person-Days: 161
- Estimated Contractor Person-Days: None

8.3.22 CONDUCT BPR ASSESSMENT OF FLEET MANAGEMENT PROCESSES

Purpose

The departmental staff members utilize fleet management vehicles, which are owned or leased by the state, in the normal execution of their duties. Currently DPHHS employees manually track the use of fleet management vehicles in spreadsheets and on paper documents. This process is very labor intensive and may benefit from an automated tracking system. This project will assess the fleet management process to see if automation and improvement areas can be found for this manual process. If need exists at a high level this project will lead to the implementation of an automated Fleet Management System.

Description

DPHHS management will identify a team of contractors and DPHHS staff to conduct this BPR Assessment. The project team will consist of a DPHHS Project Manager, the Contractor's Project Manager/BPR specialist, one BPR analyst, and a technical specialist. The project team will begin the project by defining and agreeing on the scope of the project, formalizing the schedule for the project, and conducting a kickoff meeting. After the kickoff meeting the project team will begin conducting interviews of SMEs. These SMEs will be provided by the state and made available in the first 2 weeks following the kickoff meeting. These meetings, scheduled by the DPHHS Liaison assigned to the project, will be used to gather information on the current process within the division. The project team will conduct an assessment of the fleet management process and identify improvement opportunities. The project team will present their findings and recommendations to DPHHS management who will determine which recommendations to implement and a timeline for the implementation.

Tasks

Task Composition for *Conduct BPR Assessment of Fleet Management Processes*

Task Name	Estimated Duration (business days)	Estimated Contractor Person-days
1. Define and Refine Work Scope	3	6

2. Conduct "As-Is" Assessment
   • Determine management needs
   • Identify and define process functionality
   • Assess process/info environment
   • Assess relevant technology
   • Assess relevant org. structure/infrastructure
	10	30

• Document "as-is" environment • Validate with management • Present to management		
3. Envision New Fleet Management Environment • Develop overall Process Model • Document "to-be" environment	15	45
4. Develop and Deliver Final Report	5	15

Estimated Resources

- Estimated Contractor Person-Days: 96
- *Three contractor staff positions*

8.3.23 CREATE TELECOMMUTING STANDARDS

Purpose

As technology evolves the possibility of working from remote locations is getting more and more commonplace. Employers have found that by allowing employees to work remotely part of the time boosts moral as well as saving money on equipment and space. The purpose of this project is to investigate best practices, develop and document standards for telecommuting, and develop policy changes to accommodate the new standards. This project team will ensure that the State's Telecommuting guidelines are being followed by DPHHS Management across Divisions as well as the addition of any Division specific guidelines.

Description

DPHHS management will identify a project team made up of DPHHS staff to conduct this project. Staff members will need to be versed in leading facilitated workgroup sessions, identifying best practices, and documenting standards as well as policies. This project team will review and incorporate state telecommuting policies, research industry best practices for telecommuting, identify all job positions within the department, and determine what type of tasks can be performed remotely. The project team will investigate federal and state rules/laws for specific telecommuting positions. For example: a medical transcriptionist may be able to work from home if he/she has the proper equipment as well as the security required by federal and state law whereas a caseworker may need to be in an office where clients can access them.

Tasks

Task Composition for *Create Telecommuting Standards*

Task Name	Estimated Duration (business days)	Estimated DPHHS Person-days
1. Identify Workgroup, Define and Refine Work Scope	3	9
2. Conduct Telecommuting Needs Assessment • Identify every job position • Identify tasks performed for job position • Determine ability to perform tasks remotely • Document job tasks that can be performed remotely	15	45
3. Identify Telecommuting Standards • Identify industry best practices for telecommuting	30	90

	DPHHS	Contractor
• Create standards for telecommuting • Create policies to back-up and enforce standards • Document standards and policies		
4. Develop and Deliver Final Report	5	20

Estimated Resources

- Estimated DPHHS Person-Days: 161
- Estimated Contractor Person-Days: None

8.4 FUTURE IMPROVEMENT INITIATIVES

- Assess Speed Chart Process
- Conduct BPR of Child Support Modifications Process
- Complete Needs Assessment of Adobe
- Conduct a HPO Analysis
- Conduct Assessment for Web Survey Application
- Conduct BPR of Lien & Estate Recovery Process
- Conduct BPR of the Hiring Process
- Conduct BPR of Enforcing Child Support Payments
- Develop IT Strategic Plan
- Develop PM Standards
- Enforcement of Misuse of Government Property
- Establish Change Request Standards &Establish User Groups
- Establish IT Standards
- Establish Requirements Gathering Standards
- Implement PC Inventory System
- Interface with HR
- Investigate System Interfacing Needs
- Purchase/Implement Teleconference Solution
- Purchase/Implement Videoconference Solution
- Update and Distribute Policies and Procedures

APPENDIX A

The following table is additional information compiled during the Business Driver Analysis. This table represents the DPHHS Issues and Needs versus the Northrop Grumman BPR Team's recommended improvement initiatives.

Issue/Needs	Develop Disaster, Back-up & Recovery Plan	Conduct Home Grown Applications Project	Establish User Groups for Larger Systems	Conduct Assessment for Web Survey Application	Purchase Teleconference Solution	Conduct Focused BPR Assessment of DocGen	Conduct Focused BPR Assessment of CAPS	Conduct Focused BPR Assessment of SEARCHS	Conduct Focused BPR Assessment of TEAMS	Conduct Focused BPR Assessment of SCAN System	Conduct Focused BPR Assessment of HIPPS	Develop Standardized IT Infrastructure	Conduct Forms Standardization Assessment	Conduct Process Standardization Project	Conduct Payment Type Assessment Project	Conduct Speed Chart Assessment	Complete Needs Assessment for Adobe	Conduct Assessment of Virtual Pavilion	Conduct Workload Analysis	Conduct Focused BPR Assessment of WIC Program	Develop Quality Assurance Plan	Conduct Team Building Training	Develop Project Management Standards	Become a High Performing Organization	Develop Change Management Plan	Develop Knowledge Management Plan	Develop Communication Plan	Develop Training Plan	Develop Strategic Plan
	TECHNOLOGY												BUSINESS									ORGANIZATION/CULTURE							
4E Eligibility reporting process doesn't meet needs		✔	✔				✔																						✔
Budget/funding always lacking						✔	✔	✔	✔	✔	✔									✔									✔
CAPS system is not user friendly							✔																						
CAPS system lacks functionality, reporting and workflow		✔	✔				✔																						
Caseworkers spend more time on paperwork and systems than dealing with clients	✔	✔	✔																			✔	✔	✔					✔

Issue/Needs	Develop Disaster, Back-up & Recovery Plan	Conduct Home Grown Applications Project	Establish User Groups for Larger Systems	Conduct Assessment for Web Survey Application	Purchase Teleconference Solution	Conduct Focused BPR Assessment of DocGen	Conduct Focused BPR Assessment of CAPS	Conduct Focused BPR Assessment of SEARCHS	Conduct Focused BPR Assessment of TEAMS	Conduct Focused BPR Assessment of SCAN System	Conduct Focused BPR Assessment of HIPPS	Develop Standardized IT Infrastructure	Conduct Forms Standardization Assessment	Conduct Process Standardization Project	Conduct Payment Type Assessment Project	Conduct Speed Chart Assessment	Complete Needs Assessment for Adobe	Conduct Assessment of Virtual Pavilion	Conduct Workload Analysis	Conduct Focused BPR Assessment of WIC Program	Develop Quality Assurance Plan	Conduct Team Building Training	Develop Project Management Standards	Become a High Performing Organization	Develop Change Management Plan	Develop Knowledge Management Plan	Develop Communication Plan	Develop Training Plan	Develop Strategic Plan
CFS needs to standardize and streamline processes		✔	✔	✔		✔	✔	✔	✔	✔	✔		✔							✔				✔	✔			✔	
Child Support Enforcement needs to standardize and streamline processes		✔																					✔	✔	✔			✔	
Contractor's staff turnover slows system change orders				✔																						✔			
Coordination with D of A is lacking				✔	✔		✔	✔	✔	✔	✔														✔				✔
Data entry done at last minute	✔	✔	✔										✔		✔	✔			✔	✔	✔	✔			✔	✔		✔	✔
Department not run as a business		✔	✔			✔	✔	✔	✔	✔	✔		✔	✔						✔				✔	✔		✔		✔
Do not track all data that needs to be tracked	✔	✔				✔		✔									✔												
DocGen needs to be refined or updated		✔	✔			✔	✔	✔	✔	✔	✔						✔			✔									
Don't have proper facilities - not enough room for staff		✔																	✔			✔			✔				
Federal mandates add work to case workers but don't get more FTEs																									✔				
FTEs continue to go down while management FTEs goes up		✔	✔			✔	✔	✔	✔	✔																			

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HIPAA compliance adds work														✔												✔		✔	
HIPPS system needs improvement																								✔					✔
Hiring process needs improvement		✔	✔			✔	✔	✔	✔	✔	✔		✔	✔		✔				✔									
Inaccurate data	✔	✔	✔			✔	✔	✔	✔	✔			✔	✔		✔			✔	✔								✔	✔
Inappropriate staffing numbers			✔	✔																				✔					
Ineffective processes	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔		✔						✔	✔	✔	✔			✔			✔	
Ineffective training		✔							✔																				
Information not disbursed adequately to all levels of staff																			✔	✔	✔				✔				
Job descriptions are not appropriate														✔					✔	✔					✔				✔
Lack of access to external information							✔	✔	✔			✔																	✔
Losing knowledgeable staff																			✔						✔		✔		
Lost support staff (mailing, clerical, filing, paperwork, faxing, etc.)		✔	✔			✔	✔	✔	✔	✔	✔		✔	✔		✔				✔								✔	
Need a better way to record and store audio recordings		✔	✔			✔	✔	✔	✔	✔	✔									✔					✔				✔

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Need a centralized database/system																													✔
Need a Change Management Plan		✔	✔																					✔	✔			✔	
Need a Disaster Recovery & Back-up Plan				✔	✔																			✔					
Need a document management solution		✔				✔	✔																						
Need a formal Communications Plan																							✔				✔		
Need a formalized Knowledge Management Plan		✔	✔			✔	✔	✔	✔	✔	✔		✔	✔		✔	✔			✔								✔	
Need a new word processing environment (WordPerfect)		✔	✔			✔	✔	✔	✔	✔	✔			✔														✔	
Need a teleconference system that is easy to use (ex. Raindance)		✔									✔																		
Need a way to keep contact information (names, interested parties, email, phone, mailing, etc.)	✔	✔	✔											✔					✔				✔	✔		✔		✔	✔
Need an interface with Workers Comp.																						✔	✔	✔					✔

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Need better coordination with external agencies and stakeholders								✔						✔	✔														
Need BPR focus on HIPPS	✔		✔			✔	✔	✔	✔	✔	✔	✔																	
Need BPR focus on IT Security			✔					✔						✔						✔									
Need BPR focus on the WIC program																				✔				✔					
Need consistent fiscal management and oversight			✔	✔																✔		✔		✔					
Need cross-organizational training	✔	✔	✔										✔	✔						✔				✔				✔	✔
Need Departmental resources to update and build websites			✔	✔	✔	✔	✔	✔	✔	✔	✔		✔							✔	✔		✔	✔			✔	✔	
Need Divisions to understand why other Divisions want information or what the other Divisions do		✔	✔			✔	✔	✔	✔	✔	✔		✔	✔						✔	✔								✔
Need electronic billing		✔						✔																					
Need electronic statements					✔																						✔		
Need formal Change Management training for managers						✔	✔	✔	✔	✔	✔								✔	✔									
Need formalized Training Plan (systems and job training)																												✔	✔

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Need formalized, updated and accessible Policies & Procedures			✔					✔						✔	✔														
Need imaging solution		✔						✔							✔														
Need less redundant and non-value added processes																		✔	✔										
Need more ad-hoc reporting capabilities in major systems																						✔		✔		✔			✔
Need more up-to-date, effective Information Systems	✔	✔	✔			✔	✔	✔	✔	✔	✔									✔									✔
Need new Accounts Receivable System														✔				✔	✔	✔				✔					✔
Need screen and searchable "help" on systems			✔					✔																					
Need solution for storage of paper files	✔	✔	✔			✔	✔	✔	✔	✔	✔	✔	✔							✔				✔	✔			✔	
Need the ability to accept electronic information								✔																					
Need the ability to Process all types of electronic payments			✔			✔	✔	✔							✔														✔
Need the ability to receive bills electronically			✔				✔	✔																					✔

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Need to better manager provider overpayments	✔	✔	✔	✔									✔	✔					✔	✔	✔		✔	✔	✔			✔	
Need to better market the Department's services and information							✔	✔	✔				✔	✔				✔	✔	✔					✔				
Need to combine community services																		✔	✔	✔					✔		✔		✔
Need to complete workload analysis							✔	✔					✔					✔		✔									
Need to create a complete client needs assessment form																	✔												
Need to cut down on paper (system prints pages not used)		✔				✔	✔										✔		✔	✔								✔	
Need to decide on ownership of data		✔				✔	✔									✔													
Need to develop a formal QA Program		✔				✔	✔	✔	✔	✔	✔		✔						✔	✔								✔	
Need to develop and distribute Strategic Plan		✔				✔	✔	✔	✔	✔	✔	✔							✔	✔		✔	✔	✔	✔	✔			✔
Need to develop more web based services (information, applications, registry)																			✔								✔	✔	✔

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Need to develop Project Management Standards for SW Engineering efforts																						✔	✔						
Need to develop staff reward and recognition program		✔																					✔					✔	
Need to develop Standardized IT Infrastructure													✔	✔															
Need to develop system development standards/procedures		✔				✔	✔	✔	✔	✔	✔											✔	✔	✔		✔			
Need to develop technology that follows processes		✔				✔	✔	✔	✔	✔	✔														✔				
Need to educate staff on how IT contracts work		✔	✔			✔	✔	✔	✔	✔	✔									✔									
Need to educate staff on the Change Request process		✔				✔	✔	✔	✔	✔	✔																		
Need to find a good way to accept credit card payments		✔	✔			✔	✔	✔	✔	✔	✔									✔									✔
Need to find better way of providing education/training (parenting, foster and adoptive, etc.)	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔			✔		✔	✔	✔		✔	✔				✔	
Need to find new ways of communicating with public	✔	✔	✔	✔	✔															✔		✔	✔				✔		✔
Need to get away from mainframe based systems			✔								✔																		

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Need to get input from the right people before making process or procedural changes			✔	✔	✔	✔	✔	✔	✔	✔	✔		✔							✔	✔		✔	✔					
Need to get input from the right people before making system changes		✔		✔		✔	✔	✔	✔	✔	✔	✔	✔			✔				✔									
Need to get rid of duplicate ticklers					✔																							✔	
Need to get rid of manually tracking of data																	✔								✔				✔
Need to improve Speed Chart process					✔											✔												✔	
Need to inform all divisions of plans for new systems	✔					✔	✔	✔	✔	✔																✔	✔		
Need to lessen the need for handwritten forms		✔	✔													✔													✔
Need to lessen the volume of cases on child support case workers																✔									✔		✔	✔	✔
Need to prioritize change requests and track implementations						✔	✔	✔	✔	✔	✔					✔													
Need to reduce number of emails	✔	✔	✔	✔	✔											✔										✔	✔	✔	
Need to reduce redundancy in	✔	✔			✔	✔	✔	✔	✔	✔			✔			✔		✔		✔					✔			✔	

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systems																													
Need to reduce repetitive processes		✔	✔							✔																			✔
Need to reduce staff turnover																			✔					✔	✔	✔	✔		✔
Need to send information to staff before changes are made																													
Need to share data with all Divisions		✔	✔	✔										✔						✔		✔	✔		✔		✔	✔	✔
Need to spend more time with cases and less time with paperwork	✔	✔	✔			✔	✔	✔	✔	✔	✔		✔			✔				✔					✔				✔
Need to standardize Departmental forms	✔	✔	✔									✔													✔		✔	✔	
Need to standardize the case assignment process																	✔	✔							✔				
Need to standardize web sites and locations (users can't find them)		✔																		✔									
New systems thrown at the end users		✔	✔			✔	✔	✔	✔	✔	✔									✔									
New Travel system and procedures cumbersome																				✔					✔				
No formalized "Level of Service"							✔	✔	✔	✔	✔																		

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No knowledge of how to start a project (make a change)																			✔	✔							✔		
No tracking of customer satisfaction														✔					✔									✔	
Not enough client support		✔	✔	✔		✔	✔	✔	✔	✔	✔		✔								✔	✔	✔	✔					
Pdf files are read-only	✔	✔	✔			✔	✔	✔	✔	✔	✔										✔			✔	✔	✔			
SCAN system needs BPR assessment to decide what to do (redesign system, new system, Foundation's system)		✔				✔	✔	✔	✔	✔	✔									✔									
SEARCHS is not user friendly								✔																					
SEARCHS money is very cumbersome		✔	✔	✔																	✔		✔	✔	✔		✔		
SEARCHS system lacks functionality, reporting and workflow		✔					✔	✔					✔	✔				✔	✔						✔				✔
Staff and management needs Team Building training		✔				✔	✔	✔	✔	✔	✔											✔	✔						
Staff need training on electronic filing														✔														✔	
Staff needs Change Management training		✔	✔			✔	✔	✔	✔	✔	✔									✔									
System interfaces are lacking		✔	✔			✔	✔	✔	✔	✔	✔									✔								✔	

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Systems are not user friendly (mainframe, too many screens, no workflow, navigation, etc.)		✔	✔			✔	✔	✔	✔	✔	✔			✔						✔			✔	✔					
Takes a long time to get changes made in system (added functionality, new reports, etc.)		✔		✔		✔	✔	✔	✔	✔	✔										✔	✔	✔	✔	✔			✔	✔
TEAMS is not user friendly									✔																				
TEAMS system lack functionality, reporting and workflow		✔	✔					✔	✔	✔																			
Too many antiquated systems		✔	✔			✔	✔	✔	✔	✔	✔		✔							✔		✔			✔				✔
Too many committees - Advisory Councils		✔	✔			✔	✔	✔	✔	✔	✔		✔	✔													✔		
Too many homegrown systems and spreadsheets in use		✔				✔	✔	✔	✔	✔	✔		✔				✔												
Too many manual reports being created		✔				✔	✔	✔	✔	✔	✔																		
Too much management not enough staff	✔	✔				✔	✔	✔	✔	✔	✔		✔	✔											✔	✔	✔	✔	✔
WIC's automated system is ineffective		✔	✔			✔		✔										✔											
Work-arounds are everywhere			✔	✔																						✔		✔	

Issue/Needs	Develop Disaster, Back-up & Recovery Plan	Conduct Home Grown Applications Project	Establish User Groups for Larger Systems	Conduct Assessment for Web Survey Application	Purchase Teleconference Solution	Conduct Focused BPR Assessment of DocGen	Conduct Focused BPR Assessment of CAPS	Conduct Focused BPR Assessment of SEARCHS	Conduct Focused BPR Assessment of TEAMS	Conduct Focused BPR Assessment of SCAN System	Conduct Focused BPR Assessment of HIPPS	Develop Standardized IT Infrastructure	Conduct Forms Standardization Assessment	Conduct Process Standardization Project	Conduct Payment Type Assessment Project	Conduct Speed Chart Assessment	Complete Needs Assessment for Adobe	Conduct Assessment of Virtual Pavilion	Conduct Workload Analysis	Conduct Focused BPR Assessment of WIC Program	Develop Quality Assurance Plan	Conduct Team Building Training	Develop Project Management Standards	Become a High Performing Organization	Develop Change Management Plan	Develop Knowledge Management Plan	Develop Communication Plan	Develop Training Plan	Develop Strategic Plan
Would like some type of online survey software to get input			✔	✔		✔	✔	✔	✔									✔		✔							✔	✔	
Would like to explore further uses of Virtual Pavilion	✔	✔	✔			✔	✔	✔	✔	✔	✔	✔											✔	✔				✔	

The following table is additional information compiled during the Business Driver Analysis. This table represents the DPHHS Goals versus the Northrop Grumman BPR Team's recommended improvement initiatives.

Goals	Develop Disaster Back-up & Recovery Plan	Conduct Home Grown Applications Assessment Project	Establish User Groups for Larger Systems	Conduct Assessment for Web Survey Application	Purchase Teleconference Solution	Conduct Focused BPR Assessment of DocGen	Conduct Focused BPR Assessment of CAPS	Conduct Focused BPR Assessment of SEARCHS	Conduct Focused BPR Assessment of TEAMS	Conduct Focused BPR Assessment of SCAN System	Conduct Focused BPR Assessment of HIPPS	Develop Standardized IT Infrastructure	Conduct Forms Standardization Assessment	Conduct Process Standardization Project	Assess Payment Type	Conduct Speed Chart Assessment	Complete Needs Assessment for Adobe	Conduct Assessment of Virtual Pavilion	Conduct Workload Analysis	Conduct Focused BPR Assessment of WIC Program	Develop Quality Assurance Plan	Conduct Team Building Training	Develop Project Management Standards	Become a High Performing Organization	Develop Change Management Plan	Develop Knowledge Management Plan	Develop Communication Plan	Develop Training Plan	Develop Strategic Plan
	TECHNOLOGY												BUSINESS									ORGANIZATION/CULTURE							
Adequate security	✔		✔									✔		✔		✔	✔			✔			✔						✔
Adequate systems and job training	✔	✔	✔	✔	✔							✔	✔	✔		✔		✔	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔
Adequately market public services																			✔					✔					
Coordinate departmental reporting standards																													
Coordination with external agencies				✔															✔			✔		✔	✔	✔		✔	
Cost Effective Purchasing	✔			✔									✔	✔	✔		✔	✔	✔	✔				✔				✔	
Decrease number of domestic violence cases		✔	✔			✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔			✔				✔				✔	
Decrease out-of-state inpatient													✔	✔			✔			✔							✔	✔	

Goals	Develop Disaster Back-up & Recovery Plan	Conduct Home Grown Applications Assessment Project	Establish User Groups for Larger Systems	Conduct Assessment for Web Survey Application	Purchase Teleconference Solution	Conduct Focused BPR Assessment of DocGen	Conduct Focused BPR Assessment of CAPS	Conduct Focused BPR Assessment of SEARCHS	Conduct Focused BPR Assessment of TEAMS	Conduct Focused BPR Assessment of SCAN System	Conduct Focused BPR Assessment of HIPPS	Develop Standardized IT Infrastructure	Conduct Forms Standardization Assessment	Conduct Process Standardization Project	Assess Payment Type	Conduct Speed Chart Assessment	Complete Needs Assessment for Adobe	Conduct Assessment of Virtual Pavilion	Conduct Workload Analysis	Conduct Focused BPR Assessment of WIC Program	Develop Quality Assurance Plan	Conduct Team Building Training	Develop Project Management Standards	Become a High Performing Organization	Develop Change Management Plan	Develop Knowledge Management Plan	Develop Communication Plan	Develop Training Plan	Develop Strategic Plan
hospital costs																													
Decrease percentage of placements in out-of-state facilities.												✔												✔					
Effective and efficient staff	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔			✔	✔	✔	✔						✔					✔
Effective collection of child support		✔	✔	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔							✔	✔
Effective department-wide communication																													
Effective fiscal support																													
Effective fraud detection																													
Effective Human Resource Management		✔	✔																✔			✔	✔	✔	✔	✔	✔	✔	✔
Ensure federal and state compliance																				✔									✔
Ensure proper Provider payments															✔														✔
Ensure provider compliance	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔			✔	✔	✔	✔		✔			✔	✔					✔
Facilities and equipment maintenance							✔	✔	✔	✔	✔					✔	✔	✔											
Maintain data accuracy													✔							✔				✔					

Goals	Develop Disaster Back-up & Recovery Plan	Conduct Home Grown Applications Assessment Project	Establish User Groups for Larger Systems	Conduct Assessment for Web Survey Application	Purchase Teleconference Solution	Conduct Focused BPR Assessment of DocGen	Conduct Focused BPR Assessment of CAPS	Conduct Focused BPR Assessment of SEARCHS	Conduct Focused BPR Assessment of TEAMS	Conduct Focused BPR Assessment of SCAN System	Conduct Focused BPR Assessment of HIPPS	Develop Standardized IT Infrastructure	Conduct Forms Standardization Assessment	Conduct Process Standardization Project	Assess Payment Type	Conduct Speed Chart Assessment	Complete Needs Assessment for Adobe	Conduct Assessment of Virtual Pavilion	Conduct Workload Analysis	Conduct Focused BPR Assessment of WIC Program	Develop Quality Assurance Plan	Conduct Team Building Training	Develop Project Management Standards	Become a High Performing Organization	Develop Change Management Plan	Develop Knowledge Management Plan	Develop Communication Plan	Develop Training Plan	Develop Strategic Plan
Maintain software engineering best practices																								✔					
Process claims accurately		✔	✔			✔	✔	✔	✔	✔	✔	✔	✔																
Proper IT equipment and support	✔	✔	✔			✔	✔	✔	✔	✔	✔	✔	✔			✔	✔	✔		✔									
Provide access to critical information																													
Provide quality human and health services																													
Provide quality medical and mental health services					✔		✔	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔				✔	✔	✔	✔	✔	✔	✔	✔
Quality Assurance Program																													